

JANUARY 15, 1944



JAN 24 1944

TWENTY-FIVE CENTS

Sales Management



"What would we like to know about our enemies—their men, their training, their location, their plans, their production? Well, that's what they want to know about us."

—J. EDGAR HOOVER



"Keeping quiet about bits of information that may seem unimportant is going to be quite a job for us. But when you think of what could happen if we don't . . . it shouldn't be too hard to think before you talk."

—ADMIRAL ERNEST J. KING, U.S.N.



"The successful outcome of this war will not be assured until men and women at home realize the full extent of their responsibility for protecting our soldiers on the fighting fronts."

—GENERAL GEORGE C. MARSHALL

Your Government Is Calling YOU!

Many of our 1944 plans are based on the element of surprise. What wouldn't the Germans give for advance information as to *when*—and *where*—and with *how much* and *what*—we will invade the continent? The very magnitude of our war effort makes it inevitable that information valuable to our enemies is possessed by a great many people.

The Government asks the cooperation of national advertisers in the Security of War Information Campaign. Space ads, radio announcements, posters, displays, leaflets, stickers, house magazine material, table cards and postage meter designs have been prepared by the War Advertising Council, Inc., 60 East 42nd St., New York City. Ask for their special booklet if you will cooperate in the campaign.

THE MAGAZINE OF MODERN MARKETING

It's a feather in your cap when you buy that Extra War Bond

V.S.R.

**WE STOPPED
MAKING WHISKEY
OVER A YEAR AGO!**

Consequently, the whiskey
you enjoy in Three Feathers
today was drawn from our
precious pre-war reserves.
There is enough for the dura-
tion—if used in moderation.

MEANWHILE, ALL OUR DISTILLERIES
ARE PRODUCING ALCOHOL FOR
WAR USE BY THE GOVERNMENT

First among fine whiskies

THREE FEATHERS *Very Special Reserve*

Three Feathers Distilling Company, New York, N. Y., Blended Whiskey, 86 proof, 60% cane products neutral spirits.

THE POWER
OF THE
PRESS

The Detroit
Free Press

IS
DEMONSTRATED
TIME AND
AGAIN

*"You Can't 'Fuel'
All The People..."*



NOT until Friday, October 15th, 1943, when The Detroit Free Press front paged the startling truth that half of the city of Detroit was without coal and that something HAD to be done about it quickly, was action taken to bring in an adequate supply. The story was immediately assailed from many quarters as "untrue," "impossible," "fantastic." . . .

. . . Nevertheless, the truth of that story, unearthed and presented by The Free Press, was vindicated quickly when Capt. Don S. Leonard, Michigan's O.C.D. Director, presented Detroit's plight to Washington, and Mr. Harold Ickes ordered 1900 carloads of coal diverted immediately to the Detroit area.

This action saved a situation that would eventually have interfered directly with the production of war materials.

The Detroit Free Press sees a duty beyond

the mere presentation of news. It elects to speak out forthrightly about ills of the body politic that ALERT journalism uncovers. The Detroit Free Press' expose of Michigan's critical coal shortage is another milestone in this newspaper's 112 year-old history of being "on guard" for the families it serves. Today, 380,000 families expect such service from this newspaper, and their daily interest in it is a powerful influence in making advertising impressive and productive.

The Detroit Free Press

STORY, BROOKS & FINLEY, INC., Natl. Representatives

JANUARY 15, 1944

[1]

Sales Management

VOL. 53, NO. 2 JANUARY 15, 1944

CONTENTS

General

- How Black Markets Are Threatening Us with Invisible Government..... 102
By Raymond C. Schindler
Chief, Schindler Bureau of Investigation
- National Federation of Sales Executives Club News & Activities..... 43
- Significant Trends..... 17
- Some Convention Speakers I Would Like to Guillotine..... 26
By Russell L. Simmons
Promotion Manager, The Cleveland Press
Cleveland

Industrial Selling

- How Robins Tunes Sales Promotion to the Pitch of the Engineer..... 48

Manpower Problems

- Are We Prepared to Manage Our Post-War Sales Forces?..... 19
By Charles W. Ufford
Vice-President, Barrington Associates, Inc.
New York City
- "Neighbor's Work Exchange" Eases Coast Labor Shortage..... 76
- Nineteen Questions About Aptitude Testing..... 22

Markets

- A Roadmap for Breaking into the Department-Store Chain Market..... 112
By James C. Cumming
John A. Cairns & Co.
New York City

Packaging

- Are You Ready for Air Freight?..... 80
Based on an interview by R. C. Fyne with
J. D. Malcolmson
Technical Director, Robert Gair Co., Inc.
New York City

Post-War Planning

- How Much "Deferred Demand" Will Turn Out to Be a Pipedream?..... 96
By Fowler Manning
Fowler Manning & Co.
Management Consultants
New York City

Sales Policy

- Whimsy, Fantasy, Aggressiveness Help Claytoons Whirl to Success..... 36

Sales Promotions

- Results of U. S. Life "Election" Contest: New Zip, New Business..... 74

Departments and Services

- Campaigns and Marketing..... 24
- Comment..... 126
- The Human Side..... 6
- Marketing Pictographs..... 63
- Media and Agency News..... 122
- News Reel..... 13
- On the Wartime Sales Front..... 35
- Scratch Pad..... 30
- Tips..... 71



EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; EDITH KINNEY, Desk Editor; RAY B. PRESCOTT, Director of Research; H. M. HOWARD, Production Manager; CHRISTOPHER A. ANDERSON, Promotion Manager. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNE, FRANK WAGGONER, ALICE B. ECKE, LEWIS C. STONE.

Published by Sales Management, Inc., RAYMOND BILL, President; PHILIP SALISBURY, General Manager; M. V. REED, Advertising Manager; C. E. LOVEJOY, JR., Vice-President and Western Manager; R. E. SMALLWOOD, Vice-President; W. E. DUNSBY, Vice-President; EDWARD LYMAN BILL, Treasurer. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y., U. S. A. Telephone MOhawk 4-1760; Chicago 1, 333 North Michigan Avenue, Telephone State 1266. Santa Barbara, California, 15 East de la Guerra. Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price, \$5.00 a year. Canada, \$5.25. Foreign, \$5.50. Member Audit Bureau of Circulations, Associated Business Papers.

INDEX TO ADVERTISERS

Advertisers Publishing Co.....	125
Addressograph-Multigraph Corp.....	15
Air Express Division, Railway Express Agency.....	92
Akron Beacon Journal.....	90
The American Magazine.....	5
American Photocopy Equipment Co.....	76
American Telephone & Telegraph Co.....	29
The Associated Business Papers.....	42
Better Homes & Gardens.....	4
Block International Corp.....	96
Boston Record-American.....	4th Cover
Buffalo Evening News.....	99
Bureau of Advertising, A.N.P.A.....	14
Capper's Farmer.....	111
Chemical and Metallurgical Engineering.....	104
The Chicago Daily News.....	37
Chicago Herald-American.....	113
The Chicago Sun.....	12
The Chicago Times.....	62
The Cincinnati Enquirer.....	51
The Champion Paper and Fibre Co.....	27
The Columbus Dispatch.....	49
Cosmopolitan.....	61
Country Gentleman.....	38
The Cowles Stations.....	87
Department Store Economist.....	82-83
The Des Moines Register and Tribune.....	85
The Detroit Free Press.....	1
Diesel Progress.....	75
Florida Newspapers.....	47
Food Industries.....	104
The Fort Wayne News-Sentinel.....	74
Fortune.....	16
Grit.....	10
Hearst Newspapers.....	14
Holyoke Card & Paper Co.....	58
The Benjamin Franklin Hotel.....	124
Hotel Lennox.....	125
Interstate United Newspapers, Inc.....	88
The Iowa Daily Press Association.....	100
KDKA (Pittsburgh).....	77
Kimberly-Clark Corp.....	53
Knoxville News-Sentinel.....	34
KSO-KRNT (Des Moines).....	110
KSTP (Minneapolis).....	108
KWKH (Shreveport).....	52
Ladies' Home Journal.....	59
The Linweave Association.....	109
Los Angeles Evening Herald-Express.....	115
Macfadden Publications.....	66-67
Manchester Union Leader.....	89
The March of Time.....	54
Maryland Glass.....	57
Mechanix Illustrated.....	72
The Meyercord Co.....	121
Mill & Factory.....	7
Modern Magazines.....	64
The Mutual Broadcasting System, Inc.....	9
The National Broadcasting Co.....	94
NBC Spot Sales.....	79
Nation's Business.....	41
New England Regional Network.....	119
The New Orleans Times-Picayune.....	107
The New York Times.....	123
Newsweek.....	11
Oldetyme Distillers, Inc. (Three Feathers).....	2nd Cover
Pan-Electronics Laboratories, Inc.....	114
Parade.....	117
Pathfinder.....	31
Peoria Journal-Transcript.....	110
The Philadelphia Inquirer.....	97
The Portland (Oregon) Journal.....	118
Post Exchange.....	98
Poultry Tribune.....	93
Puck—The Comic Weekly.....	103
Purchasing.....	90
Remington Rand, Inc.....	81
Rockford Morning Star—Rockford Register-Republic.....	88
The St. Paul Dispatch-Pioneer Press.....	106
San Diego Union and Tribune-Sun.....	40
San Francisco Examiner.....	78
The Seattle Post-Intelligencer.....	56
The South Bend Tribune.....	30
Successful Farming.....	55
Time.....	116, 125
Traffic World.....	86
The Troy Record-The Times Record.....	71
Universal Match Corp.....	33
WBBM (Chicago).....	3
WDRG-FM (Hartford).....	91
WFIL (Philadelphia).....	60
WLW (Cincinnati).....	3rd Cover
WMC (Memphis).....	8
WNEW (New York).....	101
WOAI (San Antonio).....	32
Woman's Home Companion.....	95
The Worcester Telegram-Gazette.....	39
WOWO (Ft. Wayne).....	79
WTAG (Worcester).....	73
WTAR (Norfolk).....	50
The Yankee Network, Inc.....	105
Young & Rubicam, Inc.....	59

This Bird is no Ostrich!



In 1782, this native American became the official emblem of these United States.

For 162 years, through good times and bad, this bird has proved a happy omen . . . We like to think that this is so because the eagle, like the average American he typifies, is no ostrich.

We say "average American" because all the ostriches in this world are not confined to Africa and Arabia. We've got our share of them, here . . . at both ends of our social scale . . . At one extreme, you find the financially unstable many who lose their heads and necks with every economic ill wind that blows. At the other, the few who, with buried heads, are having their rich plumage plucked for taxes.



In between are the middle millions of men and women who, facing the facts of life, realize that gains can't be made without labor pains . . . the plain people whose great social distinction is their normality; whose great financial distinction is the golden mean they maintain between eroding peaks of luxury, on one hand, and recurring valleys of poverty, on the other.

Inspiration for their aspirations, blueprint of their design for living, the editorial policy of The American Magazine exerts a gravitational pull on this average audience no other magazine can match, an audience of "people who give a damn" for the publication whose platform is in their, and the nation's service.



The Crowell-Collier Publishing Co., 250 Park Avenue, New York 17, N. Y.

THE HAPPY MEDIUM TO AMERICA'S MIDDLE MILLIONS

JANUARY 15, 1944

[5]



Aye, Aye, Colonel!

Many SALES MANAGEMENT readers will recognize this salty Army Transport Captain as E. W. Davidson, on leave to the Army from his post as News Editor of SALES MANAGEMENT. Dave is a Lieutenant-Colonel in the Review Section of the Army, stationed in Washington's vast, sprawling Pentagon Building. In the same Pentagon Building is quartered the Army Transport Service, operators of thousands of boats.

The Army's best poster artist, Jes Schlaikjer, was assigned the job of getting up a poster in furtherance of the "But-ton Up Your Lip" campaign. He needed a ship master for a model, and he looked over a dozen real ones whom the Army Transportation Corps paraded in front of him. But they all looked like school teachers, truck drivers, bankers, boss shoe blacks or lawyers. Not one looked to him like a ship's captain. Then he happened to pass Lieutenant-Colonel Davidson's desk—and there, to his eye, was a real ship captain. In two hours he transformed SALES MANAGEMENT's News Editor from a Lieutenant-Colonel to a full-fledged Army Transport Captain who had just delivered a cargo of 5,000 U. S. troops to a port overseas—and who was thankful that nobody had tipped off enemy submarines.

Dave's poster is tacked up by the thousands all over the country as a part of Army Intelligence efforts to induce folks to keep their mouths shut about troop movements. Underneath Dave's picture appears the slogan, "Silence Means Security" and "And Bless Those Back Home Who, Knowing of Our Sailing, Kept That Knowledge to Themselves."

Lieutenant-Colonel Davidson was able to exact a fee of



From SM News Editor, to Lieutenant-Colonel in the Army, and now he's even posed as a Transport Captain. That's Dave.

11 cents from artist Schlaikjer for posing as a model, and the experience therefore cost him only one cent net, for he had to pay out 12 cents to launder one of the two white shirts he had left from good old civilian life.

Dave will look even handsomer to his SALES MANAGEMENT associates when he comes back to the office as a civilian.

Service and Work

Miss Sarah M. Sheridan, who rose from office girl to vice-president in charge of all sales and service of the Detroit Edison Co., will retire from active supervision on January 31, after 51 years of service.

Service is the first article of Miss Sheridan's creed. She it was who instituted the policy of renewing lamps free, of repairing appliances free, of selling appliances on liberal credit terms, of being lenient with struggling small business concerns, of adopting the customer's viewpoint in all transactions, of answering service calls "before the customer can hang up the receiver and open the door." As a matter of fact, before the war, some 96% of an average of about 2,000 service calls per day were being attended to within one hour or less.

On one occasion, Miss Sheridan learned that a fire was raging in the plant of a large company that did not use Edison power. It was night and the offices were closed, but she knew that this factory would require power immediately and that many thousands of employees would be out of work until it got Edison service. Acting on her own responsibility, she called out the emergency crew and directed them to make connections with the plant's lines that night. The next morning, plant executives telephoned Edison to ask how soon they could get power, and Miss Sheridan calmly told them that the power was already available—"just go ahead and turn it on!"

The second article of her creed is *work*. And it was work, plus native ability, which accounted for her success. Born in Detroit 68 years ago, she started her career at the age of 17 when, just out of high school, she went to work for the old Peninsular Electric Light Co. to answer telephone calls and file bills. She remained with the company when it merged with Detroit Edison and forged ahead.

"My desk was in a corner of the room and on it were the telephones of two rival companies," she related in speaking of her early experiences. One day, when both telephones were ringing at once and customers were waiting in line, Mr. Alex Dow, who was then president, came through and realized what I had to contend with. He promptly ordered both telephones removed from my desk.

"On another occasion Mr. Dow asked me what my idea of a job was and I told him that I would like to have charge of contracts and credits, so that everything which touches the public would be consolidated in one department."

There were two able-bodied men in charge of those departments, but they didn't remain there long. Miss Sheridan was soon in charge of the consolidated departments. Her work included talking with the more important customers, handling bigger sales, and making prompt decisions where much was involved. Illness of her superior

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright January 15, 1944, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, January 15, 1944, Volume 53, No. 2.



NO GAPS IN MILL & FACTORY'S INDUSTRIAL COVERAGE!

Every dot on this map of Michigan represents an industrial city from which some 87 industrial salesmen — who also represent MILL & FACTORY — step off to cover the state's far-flung industrial locations. In each of these cities, a local industrial distributor acts as a MILL & FACTORY circulation office. *And this is the case in every one of the other 47 states!* There are 1200 circulation men and 172 circulation offices in the U. S. No wonder there are no gaps in MILL & FACTORY'S industrial coverage!

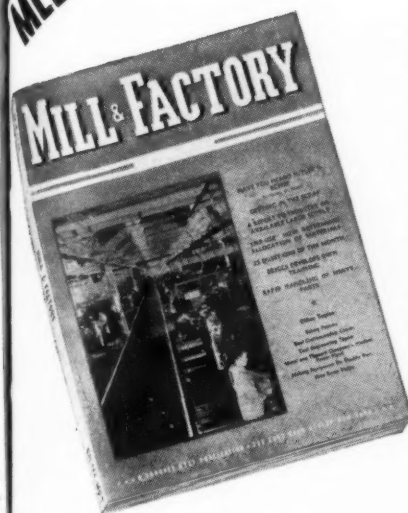
MEET THE LONGEST-LEGGED SALESMAN ON THE INDUSTRIAL MAP!

WHETHER the plant to be sold is located in "easy-to-cover" territory or far removed from the beaten path, it is easy for this long-legged salesman to reach the executives who specify and buy for industry.

Each of these salesmen — MILL & FACTORY'S circulation men — makes sure MILL & FACTORY goes straight to the men in industry who buy. *Distributors pay for the subscriptions and don't want their dollars to go astray.* The salesmen make daily and weekly calls at plants, so it's a matter of routine for them to know of changes in buying personnel... and a matter of good business to see that the new executives immediately get a current issue of MILL & FACTORY, the magazine that helps them sell.

So your advertising dollars in MILL & FACTORY don't stray, either. Your message goes straight to the key men all over the country.

Make sure the longest-legged salesman covers the territory for you, too! Put MILL & FACTORY at the top of your list!



MILL & FACTORY

A Conover-Mast Publication

Conover-Mast Corporation, 205 East 42nd St., New York, 17; 333 No. Michigan Ave., Chicago, 1; Leader Building, Cleveland, 14. Duncan A. Scott, West Coast Representative, San Francisco, 4, Los Angeles, 15.

JANUARY 15, 1944

Readers Service can furnish These Reprints:

So You Need a New Payment Plan for Your Post-War Sales Force? By *Burton Bigelow, Burton Bigelow Organization, New York.* (5 cents each)

Do Housewives Want Grade Labels? A new survey. By *Philip Salisbury, Executive Editor, Sales Management.* (3 cents each)

Advertise—Or Be Forgotten! By *T. Harry Thompson, Gray & Rogers, Philadelphia.* (3 cents each)

The 20 Major Purposes of Wartime Advertising. (Survey among 309 Companies) (3 cents each)

The Bureau of Foreign and Domestic Commerce—How It Can Help You. By *A. R. Hahn, Managing Editor.* (Reprint of a series of seven articles, concluded in the November 20, 1943 issue, complete with organization charts). (10 cents each.)

A Selected Reading List for Sales Executives and Their Salesmen. (10 cents each.)

Reprints of all Sales Management's articles on various phases of post-war planning are available. (Single copies, no charge. Multiple copies, 3 cents each.) For list of the most recent articles in this series see Sales Management for November 1, 1943, page 22.

Send orders and remittances to Readers Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y. Because of manpower shortages we cannot fill orders which come without attached remittance. You do understand, don't you?

Sales Management

386 Fourth Ave., New York 16, N. Y.

paved the way for her promotion to acting sales manager, and in 1908, she was appointed sales manager. She was elected vice-president in 1921, at which time Mr. Dow said that this was simply recognition of services which she had been performing for 20 years. "She has done everything for the company but string wires," Mr. Dow said, without much exaggeration.

Miss Sheridan is credited with having extended electric service to the rural areas of her territory, which covers more than 7,500 square miles. By 1940 more than 95% of the people in these areas had electric service, as compared with 40% throughout the Nation.

Sales Work for the Wives

In a brief news release, National Biscuit Co. announces that, "after completing a successful test," it is "now encouraging wives of its inducted salesmen to take jobs previously held by their husbands."

Nabisco is making the offer "with the understanding that the jobs will be surrendered to husbands upon their return from service."

The company finds the policy popular with husbands, wives and food merchants.

The first wife took her husband's sales job in Springfield, Mass., on December 1, 1942, SM is told. Until then, Nabisco's sales force numbered 3,000—all men. In the last year, the plan has been extended to cities of all types and sizes in every part of the country. It is still growing. With the probability that pre-Pearl Harbor fathers will be drafted, it may grow even faster in 1944.

National Biscuit reveals no figures as to number of wife-saleswomen, but mentions that they are now working—and working up to their husbands' standards—from California to New England and from Florida to Oregon. Some of their routes are in Beaumont, Texas, and Schenectady, N. Y., as well as Evansville, Ind., Oklahoma City, Orlando, Fla., and Kansas City, Los Angeles, Denver and New York.

Not all the wives employed have been able to adapt themselves. Some with small children, and for other reasons, have dropped out. But most of them have stayed. Many have had their moments of loneliness, when they wanted to drop everything (including their man's job) and go see the man, if he's still in the U.S.A.

The loneliness is softened by the facts that the wife is doing his work, for his company, and that the merchants she calls on are his acquaintances and friends. The merchants, on their part, feel that in helping his wife they are helping him. The job and the income are kept in the family.

Salesmen's wives are only about half of the women Nabisco has put into selling jobs in the last year. The "other women" on the whole are doing well too.

The total number of women in this work, however, probably will remain relatively small. The average age of Nabisco salesmen is 43 and their average service with the company 14 years. The war is being fought primarily by men in their 20's and 30's.

But whatever happens, the Nabisco wives are able and willing to pitch in and help.

NEWS REEL



HOO

August B. Hook has been appointed assistant general sales manager, Carstairs Bros. Distilling Co., Inc., New York City. Since 1938 he successively has been New Jersey manager and Eastern Division Manager.



FIGGIS

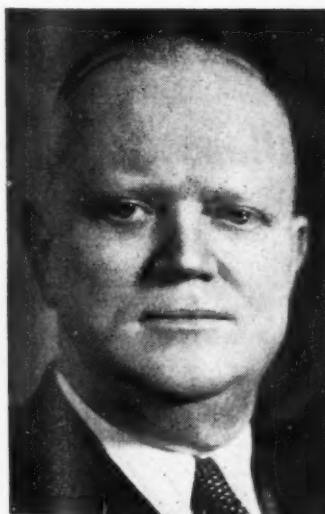
Dudley W. Figgis, executive vice-president of the American Can Co., New York City, has been elected president, succeeding M. J. Sullivan who becomes chairman of the board. Mr. Figgis has been vice-president since 1936.



GREEN

Howard Whipple Green, new president of the American Marketing Association. Mr. Green is director of the Real Property Inventory, Cleveland, and is nationally known for his studies of urban markets and properties.

*Mr. Allan's photo by Chas. M. Hiller,
Mr. Mentley's by Contway Studios, Inc.*



ALLAN

P. E. Allan, general sales manager, Associated Division, Tide Water Associated Oil Co., has been elected a vice-president. In his current position he has taken a leading part in the company activities in the West.



MENTLEY

George L. Mentley has been made general sales manager, Birds Eye-Snyder Division, new unit within the General Foods Corp., New York City. Mr. Mentley formerly was national sales manager of Frosted Foods Sales Corp.



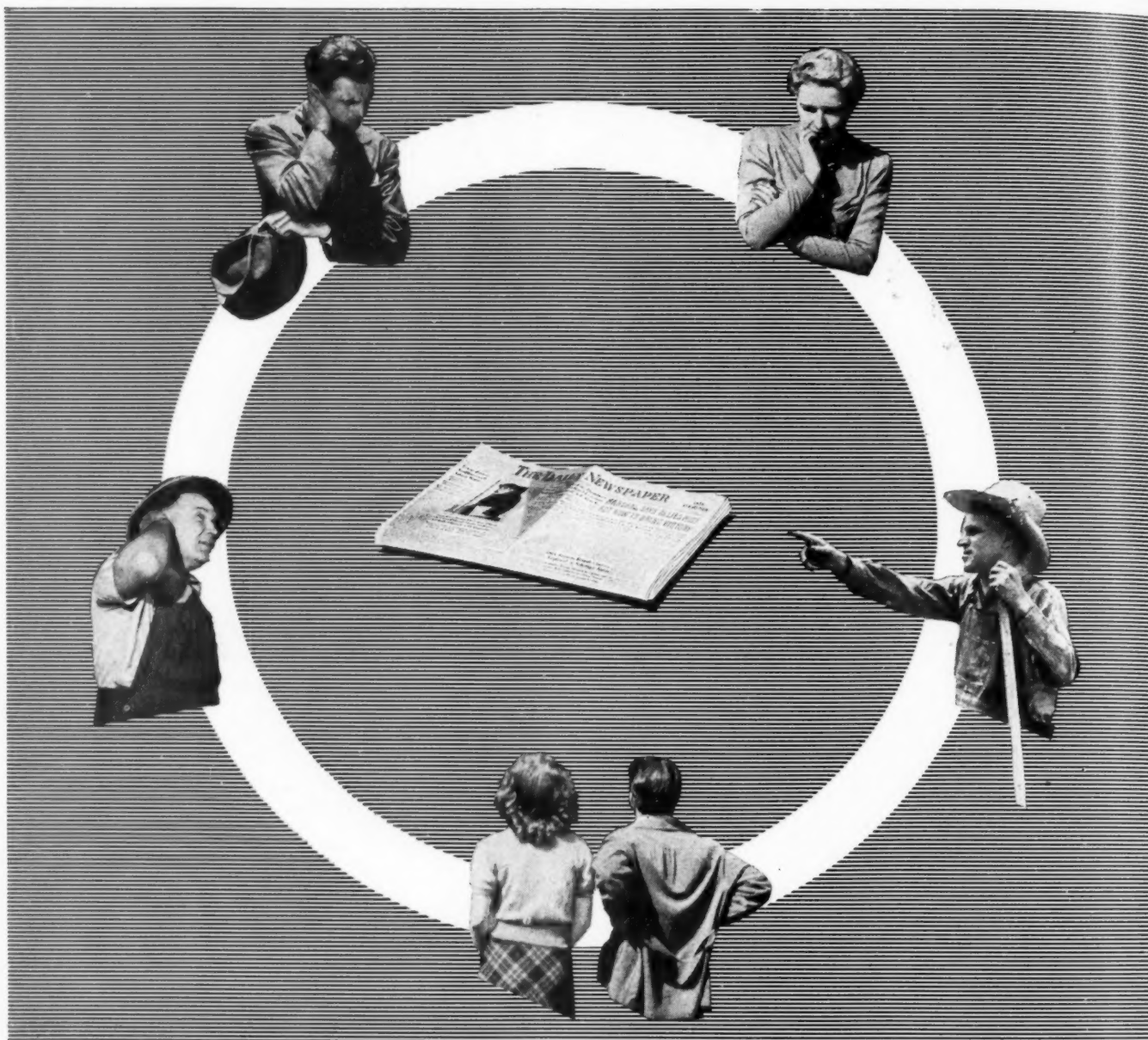
BROOKS

J. W. Brooks, who has been general manager of the Harris Laboratories, Bristol-Myers Co., Tuckahoe, N. Y., since 1942, takes over reins as vice-president of the company in charge of Harris Laboratories Division.



BLACK

Carl H. Black, vice-president in charge of sales, the American Can Co., New York City, has been appointed executive vice-president, succeeding Dudley W. Figgis who has just been elected president of the company.



Where do people get most of their information?

People today want *all* the news, *all* the facts, *all* the details they can get...to help them understand the events that are reshaping the world...to help them do their part in winning the war.

Never before has the demand for *information* been so great. People today want to know the how and why of the major war operations, the important diplomatic maneuvers...to look at a map and see for themselves the day-by-day progress of the conflict...to see in pictures as well as words what our Armed Forces are doing all over the world and what local men and women are giving to the struggle on many battlefronts.

And on a thousand varied homefronts, people need facts presented clearly, fully and graphically to guide their wartime living...the intricate, changing details of rationing as they apply in their own home town...the news of local events and activities that make up the pattern of their own personal lives...information on where they can buy the things they need and how much they should pay.

Where do people get most of the information they need today? And isn't that naturally the best place to inform people of your products and services, your wartime activities and postwar plans?

This advertisement, prepared by the Bureau of Advertising, A. N. P. A., is published by Hearst Newspapers in the interest of all newspapers

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending ending January 15, 1944

Commission Ruling For '44

ORDER HAS EVOLVED out of the chaos created by Treasury Department ruling 5295 on the subject of commissions, overriding commissions and percentage-of-profit arrangements.

Under a directive dated December 30, 1943, Judge Fred M. Vinson, the Director of Economic Stabilization, announced a uniform policy for 1944; *he authorized and directed the Commissioner of Internal Revenue to apply the same stabilization rule to commission earnings and other related methods of compensation as is now applied by the National War Labor Board.*

Under the National War Labor Board's rule (applicable in the past to commission salesmen earning less than \$5,000 per annum) no approval for any increase or decrease in total annual commission earnings is required so long as the commission rate on the individual transaction is not increased or decreased. Any change in commission rate and any change from salary to commission basis requires the approval of the Commissioner of Internal Revenue or the National War Labor Board, depending on which agency has jurisdiction (The Commissioner of Internal Revenue has jurisdiction over earnings in excess of \$5,000 per annum.)

Readers will remember that a surprise regulation was issued by the Commissioner of Internal Revenue on September 4, 1943, designed in general to limit commission earnings to those of the previous year. This regulation was subsequently suspended as to commissions on the salesman's own sales, but until the December 30 ruling was made there was no clarification on overriding commissions, percentage-of-profit and similar compensation plans. The complete suspension of the September 4 ruling now harmonizes the commission rules applied by the Commissioner of Internal Revenue with those of the War Labor Board.

Director Vinson, in his letter to the Commissioner said, "I am satisfied the commission rule applied by the National War Labor Board is not in conflict with the basic principles of the stabilization program, and further, that it rests on sound considerations of administrative necessity. I shall not, on the basis of present information, direct any change in the principle applied by the National War Labor Board with respect to commission earnings. Accordingly, I am moved by your recommendation to conclude that the same principle should apply for the calendar year 1944 to commission earnings and related methods of compensation subject to your jurisdiction. You are authorized and directed to take appropriate action to effectuate this policy."

Apparently this means that in 1944 there will be no limitation on earnings from commissions, overriding commissions or percentages of profits if commission plans and related methods in effect are those which were in effect as of October 3, 1942. Any contemplated changes in contracts involving old employees will have to be sanctioned by the National War Labor Board if involving compensation under \$5,000, or with the Salary Stabilization Unit of the Treasury Department if in excess of \$5,000.

Leading War Contract Areas

THE 33 LEADING INDUSTRIAL AREAS have 66% of the total war contracts of \$157.4 billion, according to a special analysis made by the National Industrial Conference Board. This is the total of all awards placed from June, 1940, through September, 1943. Under normal peacetime conditions—such as 1939—the 33 leading industrial areas accounted for about 60% of the total value of all manufactures. Among the leading war contract centers not included in the major peacetime manufacturing areas are San Diego, Norfolk-Newport News, Flint, Dallas-Fort Worth, Wichita, South Bend-La Porte, and Houston.

In total dollar volume of contract awards (in billions of dollars) Detroit has an outstanding lead with 11.3, followed by Los Angeles 8.5, Newark-Jersey City 8.4, Chicago 7.9, New York City 7.7, Philadelphia 5.4, Cleveland 4.0, Boston 3.9, Buffalo 3.7, San Francisco-Oakland 3.4.

A more interesting measure of the saturation of war contracts and the effects these contracts must have on other industry and on the individual residents is the per capita value of war contracts by city areas. Among the top 33 industrial areas, awards per capita of civilian population (as of March, 1943) averaged about \$2,250.00, and without exception these were highest in areas not among the leading manufacturing centers in peacetime.

The first ten industrial areas in per capita war contracts in thousands of dollars, are: Wichita 7.8, Flint 7.3, San Diego 7.0, Hartford 4.8, South Bend-La Porte 4.7, Norfolk-Newport News 4.4, Detroit 4.4, Buffalo 3.8, Albany-Schenectady-Troy 3.8, Seattle-Tacoma 3.6.

The second group of ten consists of: Indianapolis 3.5, Bridgeport 3.4, Camden 3.4, Cleveland 3.0, Newark-Jersey City-Dover 2.8, Akron 2.9, Baltimore 2.8, Dayton 2.8, Los Angeles 2.7, Milwaukee 2.4.

The final 13 in per capita war contracts are: Dallas-



For many years it looked as though total retail sales would never top the total registered in the come-easy-go-easy year of 1929—but the figure has been topped in three successive years. In 1943, despite merchandise shortages, the dollar total will hit \$63 billion.



The farmer wants more money; he doesn't want subsidies because here's a grand time for the old law of supply and demand to work out in a way which is advantageous for him. Whether he deserves more money or not is of less practical interest to the marketing executive than the fact that right now, and for many months past, his gross and net income have reached new all-time highs. Don't feel sorry for the farmer; he's probably better off than you are.

Fort Worth 2.3, Kansas City 2.2, San Francisco-Oakland 2.0, Philadelphia 1.9, New Haven-Waterbury 1.8, Houston 1.7, Chicago 1.7, Cincinnati 1.6, Minneapolis-St. Paul 1.5, Boston 1.4, St. Louis 1.4, New York City-Nassau 1.0, Pittsburgh 0.7.

War and Population Trends

THE CITIES LISTED ABOVE are among those which have undergone the most violent changes in population, and they call for the closest possible scrutiny by marketing executives so that future business plans may be cast to fit the new locations of people as well as their growing numbers. As long as our population is undergoing such rapid changes, there is no such thing in the country as saturated markets.

The population of the continental United States, which was 125,000,000 in the early 1930's has now soared to 137,000,000, or a 10% gain in a decade.

Currently, our birth rate is extraordinarily high and our normal death rate (aside from war casualties) is exceedingly low. The war boom in births is due partly to the influence of hurried wartime marriages and partly to the higher level of average income during the war period. Consequently, more money—more babies; there is a peak of births now and another big upsurge of births is due a year or two after the war ends, probably in 1946 and 1947.

Many manufacturers will want to prepare their market plans for these new arrivals as they move through the years. Baby goods makers of course are the first to feel the increase in births, and the current shortage of baby clothes is partly due to their failure to see the above-normal trend. . . . A decade from now there will be better than average chances for the makers of clothes, toys and sports equipment for grammar school children. . . . The grade schools will be crowded in the '50's, the high schools in the late '50's, the colleges around 1960—then the makers of household furnishings and equipment will have an unexpectedly big burst of business as the war crops of babies reach the age of marriage and home-making.

But for most manufacturers the most important trend is that of the increasing age of the population—the higher and ever higher percentage of the population which is over 40, over 50, over 60. This increased average age is a modifying factor on purchases and it also will affect the location of the people. There is always a tendency for retired people to move to warmer climates—and so it would be very surprising if during the next three decades there isn't a further movement toward Florida, the Gulf Coast and Southern California.

Dr. Philip M. Hauser, Assistant Director of the Census Bureau, predicts that many of the industrial cities in these areas are among those most likely to retain war growth, including Jacksonville, Miami, Tampa, St. Petersburg, Mobile, Galveston, Corpus Christi and San Diego.

The Changing Consumer Program

THE FRAMEWORK for allocating both production and distribution is being finished up in Washington, although actual consumer programs are hanging fire. As pointed out in this column a fortnight ago, the War Production Board is asking industry committees to make recommendations on how to go about increasing civilian production without hampering the war effort.

The program for allocating two million irons, proposed by industry and evidently welcomed by WPB, is along the following lines and is likely to become a model in other industries: Production is divided for quarterly periods among 25 producers constituting the industry, on the basis of each one's past share in total output. Those with pressing war contracts or manpower shortages are free to assign quotas to competitors. The retention of brand names and specifications is subject to negotiation between those assigning and taking over quotas.

The distribution of goods is to be based on a pending WPB order prohibiting customer discrimination by vendors. One difficulty is that WPB powers, derived from the War Powers Act, are insufficient to enforce the planned order. The Senate's Small Business Committee is considering the desirability of legislation to reinforce the WPB regulations.

Meanwhile, the rule will state the general anti-discrimination policy and, for teeth, will offer priority ratings to dealers who show that their suppliers treat them unfairly. The regulation will allow manufacturers and wholesalers to divide their stocks on the basis of past sales, with these reservations: 1. Where population of a given area has increased, sales to that area must be raised proportionately. 2. Emergency demands, based on fires, floods, etc., must be supplied. 3. Merchants who have lost regular suppliers must be served. 4. Vendors will be told not to discriminate against customers on the basis of size of order or the location of the customer by imposing sales conditions which cannot be met. One very possible effect of the WPB order, if it is adopted, will be to increase marketing costs well above what they would be if manufacturers of these items were free to follow the frequent admonitions of the Department of Commerce, urging the cutting of distribution costs. The WPB directive is aimed at assuring a fair share of limited products, spreading the goods out where they are most needed and seeing that distributors, both large and small, have some stocks. The most efficient, or at any rate the least costly, method of distribution would be for a manufacturer to sell his goods to the public nearest his factory and through the biggest outlets.

PHILIP SALISBURY

SALES MANAGEMENT

Charles W. Ufford has the basic conviction that personnel management is the fourth major function of business, along with sales, finance and manufacturing. A mid-westerner, graduate of the University of Akron, he spent ten years in the fields of insurance and retail sales before deciding that helping to take the handling and utilization of the people of a business out of the haphazard class should be his life work. He organized the Personnel Management Consulting Program for Barrington Associates, Inc., and has written and lectured widely on the subjects of Industrial Relations, Training of Supervisors and Workers, Wage and Salary Administration, Industrial Safety.



Bachrach

Are We Prepared to Manage Our Post-War Sales Forces?

The "know-how" of training and personnel management which has helped to develop efficient makers of precision optical instruments from grocery clerks, and aircraft riveters from housewives, can be used in building the post-war sales force.

BY CHARLES W. UFFORD

Vice-President, Barrington Associates, Inc.,
New York City

DURING the next five years, tremendous effort will be expended in rebuilding the sales forces of American business, since the necessity for full employment will demand sales—and then more sales.

The resultant sales organization is likely to be comprised of a group of people whose backgrounds, as judged by pre-war standards, would seem unusual. There will be young men with high ideals but whose experience is largely limited to that gained in the extermination of Japs and Nazis. There will be others whose experience restricts them to work closely related to war manufacturing. There will be former salesmen who have picked up an entirely new set of ideas as fighting men, war workers and expeditors. There will be many "old timers" who have just vegetated.

The sales practices of five years ago may appear neither practical nor acceptable to minds that have been applied so long to these "foreign" pursuits. It is difficult to imagine a marine who stormed ashore at Tarawa allowing himself to be pushed around

by anybody. The youngster who has been a worker in some unionized war plant isn't likely to be permanently impressed by an annual or semi-annual sales meeting if his personal needs appear to be overlooked in the pressure for bigger sales, longer reports and smaller expense accounts. Even the old-line salesman is unlikely to be satisfied with merely an expression of good intention when the performance is poor.

In short, experience of the last few years has made employes in general think in a more realistic way, expecting more than residual attention to their needs and interests. They have learned, too, that what they cannot achieve through individual effort can be accomplished very quickly by a sufficiently determined group action.

Modern sales management will want to be alert to the changes which have taken place in employe attitudes during recent years. A good source of information on these changes is to be found in the experiences of manufacturing organizations that, in many instances, have learned the importance of two conclusions:

One conclusion is that when management is not alert to the ideas and needs of large numbers of its employes, those employes frequently exert a pressure adequate to force an adoption of *their version* of their requirements. As a result, management often has been faced with the necessity of agreeing to a series of compromises—usually concessions.

The second conclusion is that, when manufacturing organizations have been alert to the needs and ideas of their people, and when they have exercised an aggressive leadership in trying to meet those needs as ably as they have met the needs of owners and customers, they have received approval of a set of actions which are constructive and compatible with good business.

The "Business" Approach

The purpose of this article is not to argue the right or wrong of the action taken by employes. The point to be made is that when a defensive, unplanned or emotional attitude is taken by management, the result is almost always unilateral in management's disfavor. Conversely, when management has exercised a planned and constructive attitude, a considerable amount of progress often has been made.

Hence, it would appear both socially sound and economically desirable for every branch of management to learn and to practice the business art of being as capable managers of their dealings with employes as they are with owners and customers.

Sales management can utilize this

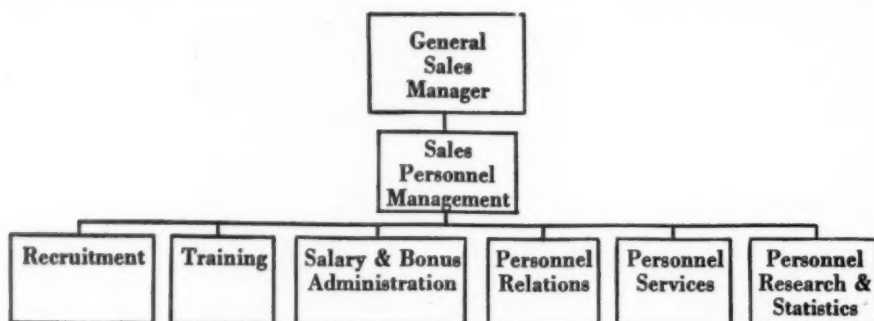


TABLE 1

principle by enlarging and intensifying attention to the needs and interests of employes on as solid a basis as possible. This does not mean, of course, any program of excessive charity, welfare work, or back-slapping. It means the development of a business program of personnel management which may be defined as the function of adapting and applying to the *people* of an organization the same business processes of analyzing, planning, administering and evaluating which are the essence of management in every other function of business.

In the past there has been a tendency to put a "welfare" connotation upon personnel management. The realistic "business" concept embodied in the above definition opens some challenging avenues of thought when applied to sales personnel. It may well lead to the development of sales organizations that will be even more cooperative and effective than before, in spite of any future tendency on the part of employes to be more exacting in what they require of management.

There are three proven principles along which this concept of personnel management must operate in order to be successful:

First, charity handouts have failed as a business device. Employes generally are more than ever aware that charity, however well intended, is not a cure for anything. Sometimes, to be sure, handouts are accepted, but usually with amusement or resentment. Rarely are they accepted with respect. Second, regimentation has failed. Where management has tried to tabulate, regulate and dominate people, to handle them as dollars or machines, the results have been almost uniformly unsuccessful. Efficient personnel management deals with people through methods and in terms applicable to people.

Third, "residual attention" has failed. The flicking on-and-off attention often accorded to the people of an organization by busy executives in their nonexistent spare time, or as stark necessity requires, will never build the maximum organization of which a company is capable. Efficient

personnel management requires constant, high-caliber attention.

Certainly, in these three points, there is nothing startling to sales managers who long ago realized their importance in dealing with that other group of people so vital to sales organizations—the customers.

Let us then sketch very briefly a personnel management program which can be adapted in size and nature to almost any sales organization. First of all, its status and position is important. Typical of a sales organization utilizing personnel management might appear somewhat like Table 1 above.

Personnel management is essentially a function concentrating on the vital job of securing, developing, maintaining and invigorating the entire personnel of the sales organization. It is just as important as this same function applied to customers.

The importance of adequate attention to this function will be appreciated when one realizes that, basically, the sales manager's job is not to sell the product, but rather *to get other people to sell the product*. The sales manager who desires to make full use of personnel management to build and to operate an increasingly productive organization during an era when the members may tend to be more exacting for their own interests, will want strong and constant emphasis placed upon this program.

Since most sales managers are already fully occupied with a constantly broadening sales program, most of them will want assistance of a high caliber to supply the necessary atten-

tion to sales personnel in order to provide and maintain the standard of people who can and will sell the product most effectively and economically.

If the present sales organization is of a size and scope to warrant full-time assistants in other functions of sales, then doubtless sales personnel warrants a like caliber of attention. If the organization is too small for full-time effort, then a part-time arrangement can be made, which will permit an adequate amount of time *each day* to be devoted to this function. Care must be taken not to permit someone to assume these duties in addition to an already full schedule.

The knowledge and experience of that assistance in the field of personnel management are likewise important. There are relatively few men with intensive experience in the sales field, since the experience of the great majority has been in the manufacturing field. The company's personnel manager may have had little contact with sales personnel, but if he is a competent man, he might be qualified to assist in handling, and even to assume, the sales personnel job in addition to his other responsibilities and be assisted in securing the knowledge of sales required for his purposes. This knowledge of sales need not be so comprehensive as that of the sales manager, since his job is the specialized one of managing the affairs of people who sell the product rather than of selling the product himself.

Another alternative is to take a man experienced in handling salesmen through sales supervision or training and help him to acquire the required personnel management knowledge from the company's personnel manager or from some other competent source. This is no small task as will be seen from the knowledge required to handle on a management basis the program outlined below.

Regardless of which course for selecting a sales personnel manager is decided upon, the general scope of the program will cover six typical subdivisions. In very large organizations, each may be handled by a separate



TABLE 2

staff; in smaller organizations they may be variously combined to fit the circumstances. A chart of these subdivisions would appear somewhat like Table 2 on the opposite page.

Each of these six subdivisions will be discussed in a later article, but a word should be said here to outline their nature.

Recruitment

Much more is involved in recruitment than merely "hiring the right sales type." Recruitment is the function of determining the exact requirements of each job in the organization, knowing the best sources for such men, selecting the best and putting them on the payroll in the proper condition and attitude to do the job at hand. Part of this function is to secure and maintain adequate basic personnel records to make possible a complete periodic inventory and audit of personnel.

During recent years employment knowledge and technique have advanced much further than their uses by many organizations. In this failure lies one source of a high rate of personnel turnover.

Training

Some good work has been done in the past to train basically qualified men to sell the product to maximum benefit for everyone concerned. But the training techniques which have enabled housewives to build aircraft, farmhands to build battleships, and grocery clerks to build precision optical instruments have yet to be consistently used in the sales field.

This condition contributes its portion to "turnover headache." An inadequately trained salesman, regardless of "type," finds the job difficult and unattractive, and the pay insufficient. Any grass will look greener to him.

Salary and Bonus Administration

Many sales compensation plans lack a basic, long-range policy. Some produce a feast-and-famine income. Many companies desirous of having a good sales job done may find, through careful analysis, that they pay for sales on a basis which stimulates "quick-volume" effort instead.

The job envisioned under this heading is to devise and maintain standards of payment which are stable and equitable and which encourage and reward the type of sales effort which serves the company best. Then the salesmen's interests are in harmony with the company's interests and the results are mutually satisfying and progressive.

An inadequate sales compensation



"The trouble is, Miss Jones, the Government doesn't understand me!"



program is another source of "turnover headache," since it contributes to the loss of established salesmen as well as "green hands." In order to keep a salesman satisfied, he must make progress as well as money.

Personnel Relations

This is the challenging activity of developing and maintaining an active mutual understanding between management and all levels of the organization. This activity presents many facets which, properly developed, can build that mutual regard, respect and effort which can end only in mutual benefit and progress. It is the relationship which makes management think in terms of people (as well as dollars) because it *wants* to; that makes salesmen ignore obstacles and inconveniences to do the job that *ought to be done* whether it is the best paid job or not.

Personnel Services

This field embraces the proportioning and handling of those facilities and services, such as medical aid, insurance and recreation, which react principally for the benefit of the employee, any benefit to the company being indirect. It is the field which,

properly managed, helps to keep an organization healthy, secure and confident and which fills in the chinks between the elements in the other phases of personnel management.

Personnel Research

This activity will sort fact from conjecture and will provide from the company's records and by research in the personnel field the data on the standards of the people of the sales organization. It will keep the personnel management program on a sound business basis, always knowing where it is going, what objectives are sought and what progress is being made.

Personnel management as conceived above and applied to a sales organization is, perhaps, not at all a new concept since it is the process of organizing, developing and invigorating an organization. Every sales department has experienced this process to some extent in one form or another.

But such a concept of personnel management removes the process entirely from the haphazard class and makes of it a business function. It makes full use of the best experience, techniques and material available with the goal of building the most productive organization attainable.

1. What is meant by the term "aptitude testing?"

Aptitude testing is a procedure through which business attempts to estimate an individual's potential fitness for specific types of work. It may be applied to factory employes, office workers, or sales personnel. It includes consideration of the individual's background, interests, and personality traits, as well as consideration of his relatively best abilities.

Recognizing the high cost of turnover in employes, and the weaknesses of the purely personal appraisal method of hiring and directing workers, executives are reaching out for a more scientific approach. Likewise, business now more broadly recognizes its social responsibilities to those it employs—the desirability of having happy, healthy employes who are adjusted to their work—"round pegs in round holes." Business is only beginning to learn how to capitalize on the human assets within the organization.

2. How long has business been using aptitude testing?

The development of the Army Alpha test for the armed forces during World War I stimulated interest on the part of business men in testing procedures. Application of testing to business developed only at a slow pace, then in the late thirties, interest revived substantially and progress has been rapid since that time. Aptitude testing started first with factory and office employes, and hence more is known about testing these classes of workers than about testing salesmen. A body of research data is rapidly accumulating on this latter phase of testing, and some companies have built aptitude testing for salesmen into their management procedures as a routine, year-around activity. It should be emphasized that testing salesmen is one of the most difficult of all testing procedures for the reason that different types of ability are required for different types of selling. A man who would make an "ideal" salesman for an industrial company would differ substantially, for example, from an "ideal" type for a company selling house-to-house.

3. How many companies use any version of aptitude testing and who are some of the companies using it?

Hundreds of companies now use it. To mention a few of them who are using it for sales personnel: Johnson & Johnson, Babcock & Wilcox, Metropolitan Life Insurance Co., E. I. Du

Nineteen Questions About Aptitude Testing

Pont De Nemours & Co., Lily-Tulip Cup Corp., Kendall Mills, Todd Co., Procter & Gamble, McCormick & Co., Household Finance Corp., Philadelphia Electric Co., Kimberly Clark Corp., Hoover Vacuum Cleaner Co., Tremco Mfg. Co. The majority of companies in the membership of the Life Insurance Sales Research Bureau use the procedures developed by the bureau in testing men for life insurance work.

4. How is aptitude testing done?

It usually consists of a battery of tests of different kinds, each test in the battery designed to measure some trait or ability necessary for adequate work performance. (In the case of office and factory workers, use is often made of work samples.) A typical battery of tests takes from one and one-half to four hours of the applicant's time. In the case of salesmen, all such tests are "mental tests," and they include questionnaires along personality and interest pattern lines. In the case of office and factory workers, some of the tests are of the mechanical type. (A typical one, for example, would measure finger dexterity.)

5. Can a company buy standard tests, administer its own examinations, and interpret its own reports?

Thus far in the development of testing, the answer is, generally, "no." Some companies do employ industrial psychologists who have had reasonable

success in working out intra-company test programs, but most companies employ outside professional consultation.

6. Do all consultants in the field use the same tests?

All draw on the more widely accepted tests, like the Otis test for mental ability, the Bernreuter personality inventory, and the Strong vocational interest test, but the pattern varies in the light of experience, and new findings of a research nature. Some of the psychologists who serve business on tests develop their own tests or "hand tailor" them for a given problem.

7. What are these tests we're talking about?

So far as testing salesmen is concerned, all the tests are mental tests of one kind or another, and the results must be carefully interpreted and integrated with personal interview findings. Tests fall roughly into five classes: *

- (a) Tests for adaptability and trainability.
- (b) Personality and temperament tests.
- (c) Tests for special skills and aptitudes.
- (d) Special trade tests.
- (e) Special intelligence, or ability to get along with people.

* An alternate classification: (a) Measures of intelligence; (b) Measures of aptitude; (c) Measures of interest; (d) Measures of proficiency; (e) Measures of personality and temperament.



Photo by
Ewing-Galloway

He wants to be a salesman. In fact, he wants to sell your product. But can he sell? Aptitude tests will help you to find the answer to that persistent question.

8. How do we find out which tests are useable for our own business?

Because there are hundreds of different kinds of tests, each business must "test the tests" to find out which produce significant results for the company in question. (An original test might contain 400 items, the final one only 68. But those 68 items will be of proven value in discriminating between good and poor men.) The larger the number of salesmen a company has, and the more complete its performance records, the easier this part of the testing procedure becomes.

9. What are the applications of aptitude tests for salesmen?

For example, can they be used as an aid in selecting men, in promoting men, in training men?

Yes.

10. In testing salesmen, are criteria used by a company in one industry directly applicable to another company in the same industry? In other industries?

Generally, no, to both questions. There's likely to be a "custom element" in every company which makes its own problem different even from its closest competition.

11. What are the first steps in getting into aptitude testing?

- Study the most recent literature on the subject.
- Talk with representatives of some of the companies that

have had experience with it.

- Get in touch with the consultants in the field to learn how they work.

12. What are the printed sources for information on aptitude tests?

A selected list of books, booklets, and magazine articles is printed on page 90 of this issue. For a more complete bibliography, write to Industrial Relations Section, Department of Economics and Social Institutions, Princeton University, for "Employment Tests in Industry and Business," price 50 cents.

You may have a bibliography of all articles on aptitude testing which have appeared in *SALES MANAGEMENT* by writing to the Reader's Service Bureau, *SALES MANAGEMENT*, 386 Fourth Avenue, New York 16, N. Y.

13. How do the men tested feel about taking tests?

Most of them welcome it.

14. Is the present widespread use of tests in the armed forces stimulating the use of tests in business?

Decidedly.

15. What must companies do to make aptitude testing work?

Two things: They must establish criteria for judging success and failure in any given job. And they must set up some system of progress charts or merit ratings to show relative standings, preferably involving a rating by

two or more people of mature judgment, within the organization.

16. Do aptitude tests support the theory that "a good salesman can sell anything?"

They do not.

17. How much do I have to know about psychology to make aptitude tests work in my business?

Nothing at all—so long as a technically trained person is employed to set them up. It is, however, definitely dangerous for any amateur to attempt to set up an aptitude testing program.

18. What are the principal gains to companies using an aptitude testing plan for salesmen?

- It enables a company to spot "lemons" before they're hired, thus avoiding investment of training time, money, and materials in men who have little chance to make good in selling.
- It enables a company to spot exceptional ability.
- It indicates ways and means for salvaging the man who has once been good, and who has gone into a decline.
- It aids in selecting the proper men for promotion.

19. What are the most common misconceptions about aptitude testing?

- Many business men think tests are "formulas"—that after a test is administered and summarized, you come out with a "score" which gives a categorical answer as to the applicant's qualifications. This isn't true. Tests will screen out the dubs, but do not measure all attributes needed for success.
- Many business men think of aptitude testing as constituting a procedure you can decide to adapt today and be ready to put into operation tomorrow. Sometimes months of research work are necessary in "testing the tests" before any substantial results will accrue. But the value of such research is cumulative, and from the start it adds valuably to the company's knowledge of its men.
- Too many people think that tests supplant all other methods of selection and promotion. They only supplement mature business judgment, adequate personal interview procedures, and properly designed application blanks.

Campaigns and Marketing

300 War-Theme Salesmen

War Advertising Council is mobilizing a sales force of 300 representatives of newspapers, magazines, radio and outdoor to inform national advertisers of war themes currently requiring their support. Headquarters will be in New York, Boston, Philadelphia, Cleveland, Chicago, Detroit and Atlanta. Each group covers an assigned area.

The council estimates that space and time contributions to official war themes totaled \$300,000,000 in 1943, but emphasizes that "during the year ahead the need for home-front information will be greater than heretofore."

Macy's National Brands

R. H. Macy & Co. forms Supremacy Products, Inc., a subsidiary, to market its drug and toilet goods nationally under the Supremacy label, and appoints Grey Advertising Agency as counsel. T. W. Johnson, executive vice-president of Macy, and Daniel S. Shaffer, general sales manager of Supremacy, are organizing plans for what is said to be the first venture of a department store into marketing generally a "private brand" line.

Meat Institute on Air

American Meat Institute boosts its advertising budget by \$500,000 to \$2,500,000 for 1944 to include a network show—"The Life of Riley,"

which starts on 155 Blue stations on January 16. Despite rationing, the institute, says Wesley Hardenbergh, president, will keep on promoting "the necessity and value of meat in the every-day diet." It will stress meat's protein value, without referring directly to protein claims of soybean, cereal and other companies. General and specialized magazines and about 400 newspapers continue to be used, through Leo Burnett Co.

Shipping Estimator

Air Express division of Railway Express Agency issues a new Air Express shipping estimator—showing on one side, cost for any weight from one to 1,000 pounds for distances between 200 and 2,500 miles, and on reverse side, with a map, approximate hours between airport cities of the country. The division urges shippers to discard old estimators, because present rates average 10½% lower; to "pack compactly," and, if you rate one, to get a "transportation priority."

In recent months American, TWA and United all have launched coast-to-coast air freight services.

P-W-P for Retailers

Under the title, "Your Appliance Business . . . after the War," Kelvinator division of Nash-Kelvinator Corp. sends retailers a post-war plan book. The guide provides data and suggestions on the market; appliances to sell, store or department; selling

organization; promotion and advertising; creative selling, and replacement business. Questions are listed on each of these subjects to help retailers take steps now to include all of them in both short and long-term post-war plans. The guide also provides a cardboard folder with filing space for accumulating additional material under each of these headings. It is being distributed by zone and distributor offices to present Kelvinator retailers and other interested appliance dealers.

Help for Grocers

Libby, McNeill & Libby has received from grocers requests for 100,000 posters, offered in connection with an ad in women's magazines and business papers, through J. Walter Thompson Co., pointing out that "this store needs your help . . . even part time. Serve your country by working here." One of the posters also is headed, "This store needs your help;" the other, "Help him and you help your country." A line at the bottom of the second, which may be detached, is "Help Wanted Here." Libby is getting publicity for the campaign in newspapers, magazines and radio, with movie stars being featured. Activities have just been started in Wichita, Detroit and Boston, where War Manpower Commission is helping with radio publicity, and are getting under way in Chicago.

Homes Wired for Sound

Freed Radio Corp. will conduct a campaign to show builders of post-war homes that pre-construction wiring should provide adequately for radio. One phase of it will be a "model home promotion," telling interior decorations executives of department stores how radio can be made an integral part of the decorative scheme. Designs will include complete details from carpet to ceiling.

Smith Carpet Sells Direct

Alexander Smith & Sons Carpet Co. began its 100th year this month with a new policy of selling direct to retailers its own and the products of C. H. Masland & Sons, for which it is selling agency. "In each territory," Smith points out, "the two lines will be in the hands of our own selected sales personnel, with a thorough knowledge of our goods and of our program and . . . of how they can be used to the greater benefit of the retail dealer." Retailers will be chosen on a basis to assure a "reasonable profit opportunity for each." Special merchandising programs will be developed. Advertising will be "on a



The company that's doing a real post-war planning job today realizes it has to help its dealers do a job, too. Nash-Kelvinator designed this guide for its retailers.

[25]



Some Convention Speakers I Would Like to Guillotine

You know them too—they're on every program. And this bored business man is all for committing pseudo-humor, pomposity and redundancy to quarters where they can't victimize so many helpless listeners whose time is really much too valuable.

BY RUSSELL L. SIMMONS

*Promotion Manager
The Cleveland Press
Cleveland*

MY father often said, "If you have one child, you will get a certain amount of work out of him. If you have two children, you will get half as much out of both of them. If you have three, you will get no work out of any of them." I happened to be the third one, and perhaps the reason for that logic. Maybe that is why I am too lazy to see the sense of wasting so much time on conventions.

The trouble is that conventions are too conventional. They invariably revert to a single type. Nowadays it is a common practice to call it a "War Conference" or tack a "Post-War Planning" tag on it. Don't believe it. It's like the boarding house pancakes—the same old thing. Here is the usual pattern:

The long-winded chairman starts outlining the purpose. In doing so, he usually has all the committee chairmen take a bow for their "untiring" efforts in making the convention a success. After fourteen such committee men have each received unspontaneous applause, the chairman proceeds to in-

troduce the "sender-offer." Not content with serving up the high spots to show the speaker's background, he goes back to birth in trying to make a Horatio Alger character out of him—even to the point of mentioning the first game of marbles won at the age of six, and then he won a handmade bookmark for writing an essay on "Success" at the age of sixteen.

Then comes the "sender-offer," who is usually a spellbinder extraordinary. In a booming voice which needs no amplifier, he cracks the plaster in the rear wall of the room with a "pep" talk that would put the most pleading football coach to shame. He is full of anecdotes and proverbs and usually begins with a joke from Joe Miller, which is so old that it sounds new. No doubt, he has been well trained in oratory and uses the full bag of tricks to prove it. He would feel he had failed his mission if he didn't drag the audience through all possible emotions, from shameless tears to a genuine belly laugh. Through his skillful use of flowery but meaningless phrases, and gestures which would

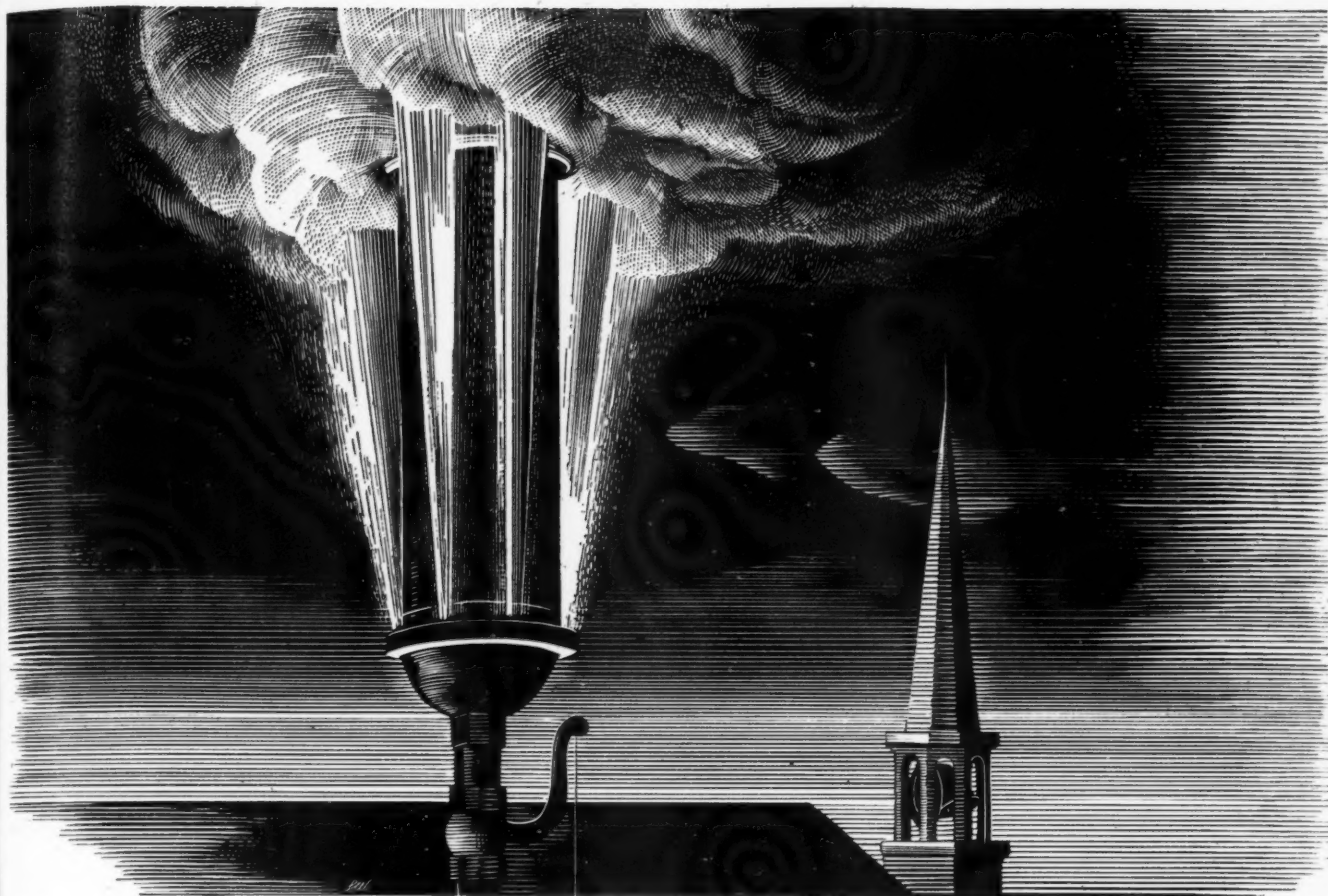
make a hurricane seem like a zephyr, he finally succeeds in imbuing everyone with the do or die spirit at about the same time that his celluloid collar has wilted to the shape of a superannuated prune.

Then, for contrast, comes the "lectern clutcher." Why he is placed in such a spot, I will never know. He is usually a scholarly, technical man who has so long been wrapped up in formulae and theories that he never has learned the rudiments of public speaking. Still, we have to be reminded that this is a serious convention and not for fun and entertainment, so how can we better get back to bedrock than through his singing funeral dirge?

He is sometimes a government employee—some people call 'em bureaucrats. He stands glued to the lectern as if he feared it, or as if he would fall without it. His eyes never leave the manuscript and his voice sounds like a bumble-bee making love to a fly in a tomato can. He is oblivious of his audience.

Clearly Abstruse!

He is so fearful lest he commit his governmental department to some definite policy that he sticks strictly to abstruse statements. A recent typical example on this score was a speaker (Pardon me, a reader) whose subject dealt with a "New Visual Method of Research." He was talking about a patented card-sorting system, which "with simple manipulation would quickly show visually the approximate relative importance of varying factors in the same or similar fields." (Do you know what that means without reading it twice?) A deck of such cards and one stroke of the sorting needle would instantly have shown everyone *exactly* what he was talking about. But, he did not have any



Win *THE WAR* *in '44*

Let not one soldier die nor hero sailor drown, for want of anything our money can supply. The tide of battle turns, our fighting men move on, to bring real hope to all. Every dollar we provide in Bonds, every single gun we help to forge, every life our gallant nurses save . . . these will hasten and secure the peace. America enters the New Year with a fervent hope that it shall be the last year of war suffering and despair. To this, some dedicate their very lives — we but our paltry dollars!



THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

Manufacturers of Advertisers' and Publishers' Coated and Uncoated Papers, Cardboards, Bonds, Envelope and Tablet Writing . . . 2,000,000 Pounds a Day

DISTRICT SALES OFFICES

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA

"props" except his elbows, and the audience had to squirm for 45 minutes while he further confused them.

No convention would be complete without a "hash-slinger." This fellow apparently knows a lot about the subject for, without a doubt, he or his secretary has spent at least a half day in the public library reading all the cross references in business papers. He spreads this verbal smörgasbord before the crowd and many start taking notes only to discover on returning home that it was a quotation from a business paper which was neglected because of reluctance to pass up an afternoon of golf.

Lukewarm "Hot" News

This same "hash slinger" often performs the function of another convention type. This is the man who lets you in on a secret which has not been told before. A recent example was a public relations officer of the Navy who gave out the tip that helicopters were now being used to combat submarines. Metropolitan morning newspapers in our largest city fall for this to the extent of a front-page box. Actually, every newsstand in the city had on sale magazines containing a tobacco advertisement which gave a full explanation, and a newspaper 600 miles to the west (and possibly others) had covered the angle two weeks earlier.

Now comes the man with the pint-size easel. It is too big for a manuscript and far too small for a chart presentation, yet he uses it for both. The use of illustrated material is one of the smartest and quickest ways of getting an idea across. After all, no one wants to quarrel with the old Chinese proverb about the value of pictures. But, this undersize chart presentation usually contains some pictures picked up from old magazines and the "ten thousand words" as well. Only a few individuals in the audience can see either, so our chart-turner obliges by reading the full content. By using this "crutch" to keep his hands busy, he avoids the sin of jingling coins in his pocket or swinging his watch chain to display the Phi Beta Kappa key on one end.

Somewhere in the proceedings comes a "flatterer." He is the one who is so clever at slinging the old malarkey about *your* organization being such a vital cog in the war effort and the general affairs of the Nation. Sometimes this job is done by the spell-binder in the beginning. Sometimes it is done twice in a convention. One of his favorite quotations is the old moth-eaten one about "for the want of a nail, etc.—the kingdom was lost."

He ends up by saying, "You have that nail. You have both the power and the urge to drive it and you have the perseverance to keep it in place, so keep on with your stupendous job and your magnanimous efforts and you eventually will have the gratitude of the entire Nation that you so justly deserve."

There is one ubiquitous type who is always popping up in the audience. He usually is a local character who wants to impress all the "visiting firemen" with his knowledge and interest in all subjects. He is easy to spot, but can't be stopped. He is the guy who always asks the first question when the question period starts. Often, in his desire to impress the crowd with his knowledge, he succeeds perfectly in displaying his ignorance by asking a question which was answered perfectly in the main speech. I once saw one of this breed who was so wrapped up in his own importance that he left the



table on several occasions to call the hotel from an inside pay station and have himself paged. It couldn't be just a coincidence that he was always absent when a call came for him.

The final banquet usually brings us the self-styled humorist who thinks he is a reincarnation of Will Rogers. But, in place of the humble Rogers' touch, he is infected with an "I know all the answers" attitude. He is on the program as an entertainment feature to make us forget the "strictly business" stuff we wouldn't have remembered anyway. More often than not, he never has balanced a budget or met a payroll, or even produced anything for anyone else. Yet, he is invariably an authority on business, government, politics and world affairs.

He assumes that his audience is against the New Deal and vents his sarcasm on nearly everyone in Washington. He arouses titters of laughter from half of the crowd while the

other half has to laugh to keep from feeling laughed at. After an hour and a half of jibes at everyone in the public eye, he finally sits down filled with smug satisfaction in thinking that he has "laid 'em in the aisles." The truth is, he laid 'em all over the place—eggs, I mean.

Up to now, we have succeeded in wasting several days of valuable time for a large group of important executives. We have made certain that it will take several days more for each one to return to pre-convention efficiency. We have over-taxed hotel facilities in the convention city. We have over-loaded the already burdened railroads. We have further contributed to an already distressing liquor shortage. We have literally worn out the local convention committee members who sweat out their lifeblood to outdo previous conventions. But what did *we* get from it all besides a hang-over?

In answering, perhaps you will tell why you came. Did you come to be entertained? If so, you're stung because you would never spend that much money for that much "corn" anyway.

Did you come to learn something which would be of future value in your business? It is still a bad bargain, because you could have learned everything constructive which came up by regularly reading the business publications in your business field. What is more, you would have learned it much sooner because most business papers are months ahead of the conventions on really worth-while trade information.

Of course, if you came only to get away from it all for a few days, there is no answer. Because, if you are a member of the organization of which I am a member, I will be seeing you at *our* next convention.

Coordinate Five Plants

The Tension Envelope Corp. has announced the coordination under one name of its five manufacturing plants in New York, St. Louis, Minneapolis, Des Moines, and Kansas City. The company is now serving its customers on a national scale. To save freight and to expedite delivery, buyers of envelopes with branches throughout the country will be able to place one order to cover their complete requirements and have the envelopes manufactured and delivered from the plant nearest each destination.

National magazines reaching executives, purchasing agents, and credit men will be used to sell the Tension Envelope Corp. name as a mark of quality envelopes to users everywhere.

SALES MANAGEMENT

THE SEARCH THAT NEVER ENDS



IN THE industrial life of America, research has been of constantly increasing importance. And today it is a national resource, for the research of industrial and college laboratories is proving its value in War.

To the Bell System, research is an old idea, for the telephone itself was born in a laboratory. Behind its invention, sixty-nine years ago, were researches in electricity and acoustics and in speech and hearing.

And, ever since, there has been a laboratory where scientists have searched to know more about these subjects; and with their associated engineers have applied the new knowledge, fitting it with all the old, to make the telephone better and better.

Their fields of inquiry have broadened and deepened through these years; they inquire into all the sciences and engineering arts which have any promise of improving the telephone. Much has been learned but still more will be, because their search goes on. That is why the telephone laboratory grew to be Bell Telephone Laboratories, Incorporated, the largest

industrial laboratory in the world. And it exists to improve telephone service.

Improvements in industry can be left to chance in the hope that some one, sometime, will think of something useful; that some good invention will turn up.

The other way to make improvements is to organize so that new knowledge shall always be coming from researches in the fundamental sciences and engineering arts on which the business is based. From that steady stream will arise inventions and new methods, new materials and improved products.

This is the way of Bell Laboratories. Its search will never end. And as fast as it can the Laboratories will apply its new knowledge practically to the design of equipment and communication systems.

At present—and this started before Pearl Harbor—its trained scientists and engineers and all their skilled associates are concentrating on products of importance to our armed forces. But when this work is happily over they will be ready to continue their developments for the needs of peace.



BELL TELEPHONE SYSTEM

"Research is an effort of the mind to comprehend relationships no one has previously known; and it is practical as well as theoretical." BELL TELEPHONE LABORATORIES



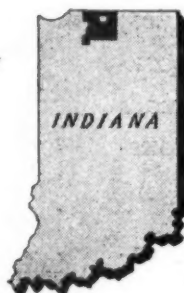
Major Alexander Seversky insists that we can bomb Tokyo from the mainland of North America. But, he but, it will take two years to build bombers of sufficient size for the

round trip. In the meantime, there must be something else we can think up. Whatever that something else is, let's take no more Tarawas at such a price in first-class blood.

121% COVERAGE

Very unusual situation, isn't it?

The circulation of The South Bend Tribune in the city zone is 43,521 or 121 percent coverage of the homes in South Bend and Mishawaka.



Here is another outstanding fact about this city zone!

Money going out to industrial employes is 41.6 percent greater than a year ago. In the same period employment increased only 11.9 percent. This means more money to individual workers.

An inviting market becoming more inviting all the time!

There is only one way to effectively reach this market and that is by using The Tribune — total circulation more than 80,000.

The Tribune is the ONLY daily paper in South Bend and St. Joseph County.

The Tribune's circulation is the largest in Northern Indiana and Southern Michigan, the largest between Indianapolis and Grand Rapids.

The South Bend Tribune

STORY. BROOKS & FINLEY, INC. National Representatives

At the turn of the year, the Pattern-makers' League of North America (A.F.L.) went out on strike. Glad I tore up my union-card back there in 1918. I would have told them to go fly a kite, or something much less printable.

Bob Graham handed me this slogan for a national brand of tools, and then ducked: "Yankee dood it dandy."

"Can-Scripts" is a well-written bulletin by Owens-Illinois Can Co., Toledo, featuring soldier-mail from former employes.

Awhile back, a promotional letter from WABC said: "There's nothing so outdated as yesterday's newspaper . . . or last week's popular song-hit . . . or last month's best seller." Except, as an associate points out, this morning's radio program.

If you can ever get *The American Magazine's* "Red" Motley to address a local group, get him to tell about the time he sold zithers to the miners in and around Minneapolis in the old days.

We are making strides, I understand, but there will never be unity among the churches until this or that denomination gets over the notion that it holds "letters patent" on the Kingdom of Heaven. There is need for more collaboration, less competition, in the opinion of this obsidian-hard sinner.

"Definitions are sometimes more deft than definitive," reads a paragraph in *Type Page*. "Our definition of long copy is meant to be neither, but rather to start a train of thought: Copy is long when the reader yawns."

"This ad worth \$1," headlines a local beauty-shop. Come, come now. The space alone cost fifty times that much.

Detroit's Orville Reed sends a clipping of an overcoat ad which talks about "the first nip of a biting wind." Headline: "Love at first bite."

From the same correspondent's little house-magazine, *The Imp*, I quote: "Ring Lardner once explained his absence from a Lamb's Club banquet with this wire: It's the children's night out and I have to stay with the nurse."

Recommended reading: "Pattern for Survival," by Everett R. Smith, director of research, Macfadden Publications.

Don't-Give-It-a-Second-Thought

SALES MANAGEMENT



"The latest Pathfinder says..."

Throughout small-town America, week-day noon hours stretch to double their official span as lunch clubs meet for the warmth of fellowship and to hear formal discussions of current topics. But in those communities even chance meetings often resolve into open forums where the **PATHFINDER** is more likely than not to be quoted as authority for facts and opinions.

Sixty per cent of the population lives in our towns and small cities—does its shopping on Main Street where over half of the country's retail stores are located. And today it spends a much larger part of its money in those local stores than usual. Traveling difficulties are keeping people at home and retail sales in the smaller communities have soared accordingly.

PATHFINDER, America's oldest news weekly, is published expressly for that one great population group. Now that **FARM JOURNAL** has purchased operating control, **PATHFINDER** has acquired more editorial range and vigor—its news coverage and influence are being extended. For the first time in its history, **PATHFINDER** is in the position to meet the tremendous possibilities of the field it serves.

Both its present intensely faithful readership among more than 400,000 subscribers and its low advertising rate of \$800 per page make the **PATHFINDER** a splendid advertising investment. It is the one periodical read one hundred per cent in the richest potential but least effectively covered market in the country.

PATHFINDER

News Weekly from the Nation's Capital

PATHFINDER BLDG.

WASHINGTON, D. C.



GRAHAM PATTERSON, Publisher

ADVERTISING OFFICES:

Philadelphia 230 West Washington Square
Washington, D. C. Pathfinder Bldg., 2414 Douglas St.
New York Room 2013, Graybar Building
Chicago Room 2101, 180 N. Michigan Ave.
Detroit Room 5-267, General Motors Building
Seattle W. F. Coleman, 1037 Henry Building
San Francisco W. F. Coleman, 300 Montgomery St.
Los Angeles W. F. Coleman, 530 W. Sixth St.

JANUARY 15, 1944

Dep't: "Grapefruit Juice to be Unrationed."—Headline.

* * *

Speaking of books, have you seen "Best Sellers by John Middleton?" It's a novel carton for 6 pocket-packs of Middleton Brands, fixed up to look like sure-enough books.

* * *

More power to Gabriel Heatter and his sponsor, Barbasol, for airing a few kind words for that most oppressed of middlemen, the white-collar worker.

* * *

Network announcers who sound like

the Balcony Scene from Mussolini, or a zombie reading from the catalog, could learn much from the boys who handle the plugs on the little 250-watters. They talk like human beings seated at a lunch-table, and not like high-school boys delivering the valedictory.

* * *

Nit—"She looks trig in trousers."

Wit—"Yeah. Very Slacks Fifth Avenue."

* * *

Headline for Plumb Hammers: "So proudly we nail."

James River Brand Smithfield Spread tag-lines with: "Meets the need for meat."

* * *

When the December issue of *Fortune* came wrapped in butchers' paper instead of Beaver Board, I began to take the paper-shortage seriously.

* * *

Pedantic Dep't: Why do we say "negligence" when we mean "neglect?" Or "secure" when we mean "procure?" You can get a pretty fair dictionary for 98 cents.

* * *

Speaking of December *Fortune*, I found it hard to turn the page of R. R. Donnelley & Sons Co. (Lakeside Press) showing those two, taffy-colored, cocker-spaniel pups.

* * *

"Pigments of the Imagination," parodies Wishnick-Tumpeer, Inc.

* * *

I'm a sucker for headlines like: "Annie doesn't lift here any more," by Loudon mechanical lifts, and "The nightmare before Christmas," by a local cigar-manufacturer.

* * *

This year should see a change from the what-a-good-boy-am-I brand of bragging advertisement keyed to the war-output.

* * *

Wonder why so many copywriters prefer the French "matériel" to the English "material?" Unless my French dictionary is kidding me, they both mean *material*.

* * *

A device which art-directors often overwork is the paper-clip, which appears to pin a slip of paper to the advertisement. ("Cliptomaniac," the Missus says.) Another one you're going to tire of is ragged right-hand margins in type-setting. Oh, yes; we all do it. It's that professional urge to do something unusual.

* * *

Maybe I, too, am guilty of striving too hard for "something different." Frexample, that help-wanted ad I wrote for the client seeking a private secretary: "I want a woman."

* * *

The end of the North African campaign ditched a headline I had written. Maybe it was too much of a muchness anyhow: "Fury rides the trackless sands on half-tracks spewing death."

* * *

The Poor Richard Club wanted questions to use in a forum on "paper." Among mine, I included: "Who the hell invented paper napkins, and why?"

T. HARRY THOMPSON

SALES MANAGEMENT

What's Ahead?



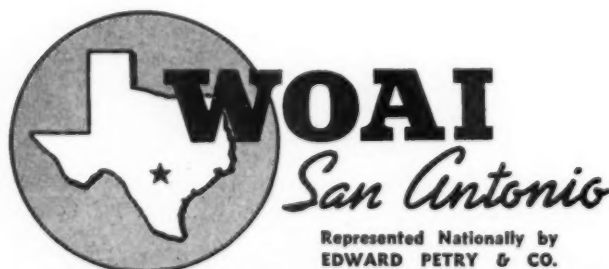
Victory in '44 and ensuing postwar activity? Or continuance of our nation's all-out war effort?

Whatever's ahead, 1944 will be a year of tremendous impetus in every field of endeavor.

The favored section of Central and South Texas is the livest market in America.

Aggressive advertisers will continue to cultivate this market in 1944 by using WOAI, which sells more merchandise to more people in Central and South Texas than any single medium—at a lower cost per sale.

50,000 WATTS • CLEAR CHANNEL • AFFILIATE NBC • MEMBER TQN



Represented Nationally by
EDWARD PETRY & CO.

THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST

On the Wartime Sales Front

You've Got to Be Ready for Him:

You can't wait.

When Johnny comes marching home, he's going to need his job, and he's going to expect you to have it for him. He is going to be a different Johnny, too—he'll have fought in a war, learned the meaning of teamwork, the spirit of leadership. He's going to be able to give more, but he's going to expect more.

This today is one of the key problems on the "War Sales Front"—as it is on industry's other fronts.

Following are two case histories of how two of America's biggest companies are coping with the problem. What are your plans?

GF Placement Plan

The General Foods' employee who went to war has probably acquired new skills, has discovered new hitherto unknown aptitudes. He has assumed new responsibilities—greater responsibilities than ever before. These are the factors which will have to be given serious consideration by General Foods in planning future job placements.

In this company, for example, there is an employee, at present a captain in the Marine Corps and a veteran of Guadalcanal, who hopes to get into personnel work when the war is over. He was formerly a semi-skilled employee in one of the plants. Another young man, formerly a shipping clerk, is now a major in the Air Corps.

As part of GF preparations for the post-war period, they have practically completed a program of sending a letter to each of their regular employees now in the armed forces. Typical of these letters which went out to General Foods' employees in the armed forces is the following, sent out to all former members in the sales department by H. W. Sandberg, vice-president and national sales manager:

"Several times I have had the opportunity of talking to some of our men in the Service when they have returned for short visits. One question has been asked me frequently: 'What kind of a plan is the Sales Company developing for the re-employment and replacement of the men in Service?'

"This subject was discussed pretty thoroughly at my last staff meeting and, while no completely definite plan has been made, I know you will be interested in our present thinking in regard to this problem.

"First, you are still a part of General Foods and while you are on this leave of absence, we are looking forward to the day when you return.

"Second, it is felt that with new products and new company acquisitions, General Foods Sales Company will be entering a period of expansion after the war and it is therefore probable that there will be many opportunities for all of us.

"Third, it is recognized that each of you is acquiring new experiences and that in most cases these experiences must definitely be considered before any decision can be

made as to what job you should undertake when you return. This means that rather than automatically re-employ you in the job you left, we shall want to take into account these experiences before you are actually placed in any particular job. Without going into detail about the provisions covering your leave of absence, I can assure you that, if these provisions are met, the job you will be offered will definitely be equal to or better than the one you left.

"In order to carry out a plan of this kind, it will be necessary to make some arrangements for one or more centralized interviewing places to which you will be invited to report before actually going back to the district or office in which you were last employed."

We've Room for You, Too

One of the key problems in the reabsorption of returning veterans into industry will be: What can we do to help the maimed, the crippled, the disabled soldier or sailor to find a place with us once again?

To meet this problem, General Motors Corp. has announced detailed plans for rehabilitation and re-employment of former employees who have been physically disabled in the war.

The General Motors plan calls for coordination of the activities of the plant medical departments, employment departments, training facilities, supervision and others concerned with the rehabilitation of disabled veterans. It calls also for a survey of jobs in the plants from the standpoint of physical requirements to determine suitability for placement of veterans with various types of physical handicaps.

Plant doctors will give returned veterans complete physical examinations, and on the basis of these examinations they will recommend the type of work to which they can be assigned. Each man will be followed up to see that he becomes acclimated to his work and is able to carry on the job.

Returning service men will be placed in various groups dependent upon their physical condition. It is anticipated that the great majority will be physically able to resume their usual occupations.

Depending upon their physical condition, handicapped veterans will be classified so that those having serious visual defects, diabetes, heart disease or hand or arm disabilities will not work with hazardous machinery. Men who are suffering from back injuries or other disabling conditions will be placed in jobs where there is not heavy lifting.

Other groups, depending upon their condition, will be given jobs where their handicaps will not be hazardous. For instance, those suffering from lung ailments will not be asked to work where there is dust or fumes.

Men with severe handicaps will be given special treatment and careful supervision and training to fit them for jobs they can do. Veterans temporarily unable to work, or those requiring extensive vocational rehabilitation, will be referred to the Veterans' Administration, and General Motors will assist in every way possible in helping them to use the facilities the Government offers.

Whimsy, Fantasy, Aggressiveness Help Claytoons Whirl to Success

THIS isn't a fairy tale. Instead, it's the story of how J. L. Schilling Co., New York City, sold one hundred thousand copies of a "fairy tale," even before the first volume rolled off the press—an almost unheard of story in the annals of books for children.

There aren't any fairy godmothers, pumpkins or little white mice.

Instead, there are represented a good product, well merchandised, attractively packaged, backed by a well-rounded advertising product—and two other all-important elements: imagination and toughness—and enough of both to break down many of the conventionalities of department-store buying.

First, let's look at the product. The book, "Manners," is the first of a series of books for children designed to cheerfully teach them manners, safety, cleanliness, obedience, etc.

"Manners" is a fascinating book written by Virginia Parkinson in a simple, rollicking, easy-to-read verse,

priced at \$1.50 a book. It portrays exciting little characters children are sure to love, and it is illustrated through full-color photography in three dimensional effects. Models for the photographs are realistic clay figures, "Claytoons," by Sass-Dorne Studio of Southern California.

Max Dorne and Bill Sass, originators of "claytooning," modeled the star characters, Mr. Do and Mr. Don't, after themselves. Bill, like Mr. Don't, is tall and thin. Max, like Mr. Do, is short and round.

Co-owners of one of Los Angeles' big commercial art studios, Mr. Dorne and Mr. Sass were working with clay figures and third dimensional effect photographs for advertisements, when the thought occurred to both of them that the real and logical market for this type of artwork was children's books.

And so they went to work: Hired Virginia Parkinson, child expert, to write gay educational verse. Constructed sets with the painstaking ac-



Photo by "Dick" Whittington

Bright, novel counter displays, such as this one at Bullock's, Inc., have helped to boom the sale of the Claytoon books.

curacy used in major motion-picture studios. Experts, working from photostatic copies of basic sketches, modeled the characters in clay, added animation with paint. Took anywhere from one-half to three days before the actual shooting could begin. All sets were staged on a surface no larger than a card table. Clouds were airbrushed into panes of glass; the ocean was made of newspaper treated with oil paint and powdered chalk.

The pictures were combined with the verse. Happy little sketches and a parade of small characters helped to further enliven the book. Charmingly bound, with a full-color cover, the product was finished, packaged and ready to go to market.

Here the scene switches from Sass-Dorne Studio to J. L. Schilling Co. The J. L. Schilling Co. is a national distributor of many products—everything from toys to chandeliers, but they've never been in the book business before. Jack Doig, speaking for Schilling explains it this way: "We'd never sold books before, but when we saw the Mr. Do and Mr. Don't series, we decided we could do a real job with it. We felt that our very lack of experience with a book product would be our best asset, for we would plan our merchandising program as though we were dealing with any other rapid moving product—such as a toy or cosmetic.

"We never thought in the usual terms of publishers of children's books. We didn't contemplate selling 10,000 books; we thought in terms of hundreds of thousands. We didn't think of our natural outlet as being just in book chains, stores, and department stores. Instead, we thought of toy departments, toy stores, infants' wear departments, hardware stores, and any other outlets able to do the job."

This has been the basic policy behind the amazing sale of "Manners."

Mr. Do and Mr. Don't are not only super story-tellers but ace salesmen. They gayly prance across window and counter cards for Claytoons, giving them a dab of spice and a whiff of fun.

Worcester's Effective Buying Income *Up 137% over 1938*

Sales Management (Interim Supplement to Survey of Buying Power) estimates Worcester's effective buying income for the year ending Sept. 30, 1943 at \$274,603,000 — a gain of 137.8 per cent over peacetime 1938.

Worcester's Retail Sales (same source, same period) are estimated at \$137,525,000 — a gain of 94.1 per cent over peacetime 1938.



Photo by Lambert

NOW . . . more than ever . . . one of the great **MUST** Markets of New England!

**The Worcester Market—heart of war-busy New England
—rates a MUST on every 1944 schedule planned to
cover the nation's high-spots of buying power.**

POPULATION: City Zone 235,125. City and Retail Trading Zones: 440,770
— all within easy trading distance of Worcester stores, and all within the
area blanketed by The Telegram-Gazette.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher—
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

The usual custom in department stores is for one department—and only one department—to handle a particular item. Schilling salesmen "forgot" this fact. They sold "Manners" to three or more departments.

Out on the Pacific Coast, for example, Bullock's, Inc., carried the book in the toy department, the book department, the infants wear department, and the gift department, and sold over 2,000 copies. In a mid-western department store, where the buyer of the book department resisted the idea of selling the book elsewhere in

the store, but finally wavered and agreed to its sale in the toy department, the book department sold 150 copies, but the toy department, 500. And Schilling salesmen used these facts. They used them to prove, and prove with figures, that certain products shouldn't be sold in *just one* department. They use them to prove that joint merchandising by several departments in a store can really put across a product.

J. L. Schilling has been as unconventional in selling to other outlets. For example, hardware stores are not

the usual channels for the sale of children's books. But hardware stores today are looking for new merchandise, and thousands of mothers and fathers visit hardware stores daily. In addition, hardware stores have done an outstanding job in selling toys. If they can sell toys, why not books for children? Why not, indeed, for one of the outstanding selling jobs on "Manners" has been done by these stores.

This same freshness in point of view and sales approach characterizes the advertising and sales program.

Claytoons were first introduced to the "trade" through advertising through the business press. Papers and magazines reaching the children's-wear, toy, and book market were used. *Parents* magazine was used for prestige building.

The essential advertising program is, however, on a cooperative basis. J. L. Schilling makes this offer to each outlet: "If you'll match us, we'll spend 10c per book." Net result has been the appearance of advertisements for "Manners" in over 200 daily newspapers all over the country. The consumer has been reached directly, the store benefits, and J. L. Schilling enjoys an advertising program at the low cost of less than \$10,000.

Low-Cost Merchandising

The merchandising program matches the advertising—low in cost—but high in effectiveness. Schilling provides mats, counter displays, and suggestions for window and counter displays. This is only part of the merchandising job. The more important part is the salesman's, for he uses as one of his ace sales points the display value of the book. He's able to suggest to stores how they can build a window around the book, how they can decorate a counter in an unusual fashion, how the book can be used as an eye catcher. He's able to give the customer ideas for suggestive selling, for making "impulse" sales. It works. Many of the leading department stores in the country are displaying "Mr. Do and Mr. Don't."

"Manners" is just the beginning. The next two books in the series are about to appear in the market. Preliminary advance sales for the two books indicate that they will far outstrip Volume I.

There's just one post-script to the story. And it's a big P.S.: By-products. Claytooning sets are out on the market; framed color illustrations from the series are being sold; models of Mr. Do and Mr. Don't will soon appear on toy counters, and miniatures will make their debut on jewelry shelves. Remember Mickey Mouse?

SALES MANAGEMENT



HOW MANY LEGS
should a city
stand on?

SAN DIEGO
is a "multi-ped"

DIVERSIFICATION is a secret of San Diego's basic prosperity. It's the city with many legs to stand on. Your advertising dollars invested now in the San Diego Union and Tribune-Sun will cultivate this big (443,700 metropolitan area) prosperous West Coast city, ranking *10th in effective buying income.

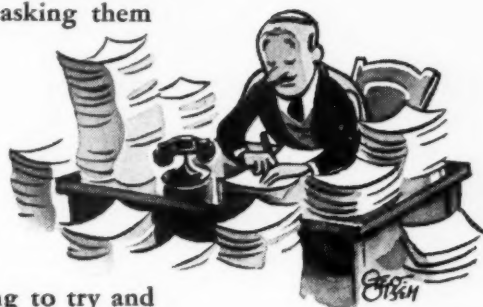
—SM Sept. 30 est.

**REPRESENTED NATIONALLY
BY WEST-HOLLIDAY CO., Inc.**

New York • Chicago • Denver • Seattle
Portland • San Francisco • Los Angeles

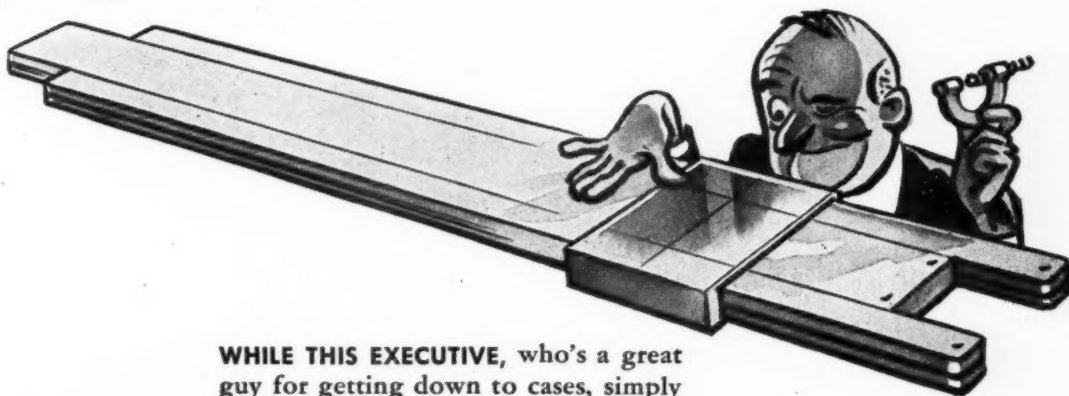
San Diego
UNION
and
TRIBUNE-SUN
Union-Tribune Publishing Co.
San Diego 1, California

THIS EXECUTIVE wanted to find the leading magazine in the business field. He wrote ALL the editors, asking them their views...



THIS EXECUTIVE is going to try and pick the leader *this* way! He'll take the one which comes down cover up!

THIS EXECUTIVE runs his life with a slide rule, and sometimes it works out. But it is so easy to get bogged down in small details.



WHILE THIS EXECUTIVE, who's a great guy for getting down to cases, simply bases his decision on the three factors that *will* mean most to him!



1. Has largest Business Circulation
2. Has greatest Reader Response
3. Costs less Per Reader

Choose the leader...

Facts and figures—detailed and interesting—are available to support all NATION'S BUSINESS claims. Write or phone Orson Angell, Director of Advertising, 1615 H Street, N. W., Washington 6, D. C. (National 2380).



FREE **A BRAND NEW A.B.P. STUDY** **"Transition Themes** **for** **Business Paper Advertisements"**

From where we sit it is clear that early-bird advertisers are already beginning to "talk transition" in their business paper copy. Of course, the war is not yet won and no one wants to "sell the hide before we kill the skunk!" But these pace-setting advertising managers and agency men know that it is their business to look ahead. That's why they are *talking* and *writing* as well as *thinking* about their companies' plans for peace.

"Transition," according to Webster's, means "A changing from an earlier to a later form with the blending of old and new features." And that's exactly what we detect in the current trend to transition copy in business paper advertisements. With some advertisers, transition copy is still only a minor part of their story; while others already have fully crystallized plans and are running full tilt.

"Transition Themes for Business Paper Advertisements" is a free collection of excellent transition advertisements carefully selected and annotated by A.B.P.'s headquarters staff. You will find it a big help as an idea-producer; to suggest topics and angles for your own transition copy.

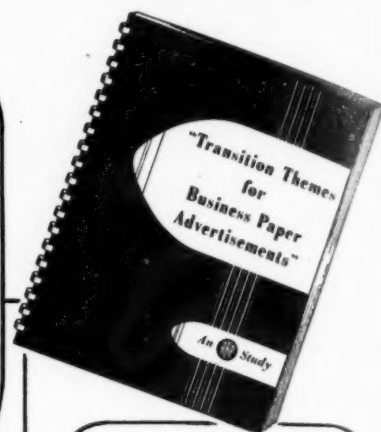
Use the convenient coupon and ask today for your free book.

Don't forget the A.B.P. Annual Competition for business paper advertising campaigns. Contest closes January 31, 1944. Full details may be had by writing to A.B.P. Advertising Contest, Room 1713, 205 East 42nd Street, New York 17, New York.

THE ASSOCIATED BUSINESS PAPERS



A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.



10 WAYS **ALERT ADVERTISERS** **ARE ALREADY** **"TALKING TRANSITION"**

- 1 To solicit new orders permitted by relaxed priority regulations.
- 2 To announce completed company plans for post-war.
- 3 To renew acquaintance with jobbers and dealers who have begun to think that they are "forgotten men."
- 4 To advertise new plants in strategic locations for better distribution.
- 5 To sell specific over-production in certain items.
- 6 To explode popular myths about over-production in certain lines.
- 7 To show new models or designs ready and waiting for peace.
- 8 To explain how new war-time discoveries will be turned into peace-time conveniences.
- 9 To set up priority plans to speed return of normal business.
- 10 To tell about normal company business to countless new industrial readers.

THE ASSOCIATED BUSINESS PAPERS
 Dept. 64, 205 East 42nd Street

New York 17, N. Y.

Please send me, without obligation, my FREE copy of "Transition Themes for Business Paper Advertisements."

Name _____
 Position _____
 Company _____
 Street _____ City & State _____

Florida

the Nation's Playground Becomes YOUR Pay Ground

FLORIDA, the empire of the sun, has become Dixie's great, new year 'round market.

Even in the heyday of the tourist flux, Florida was never like this! New workers, new industries have put Florida's buying power on a "52-week-a-year" basis.

Month after month since Pearl Harbor the gains have been steadily upward—in population, payrolls, retail sales, postal receipts, bank deposits and purchasing power.

Florida works 'round the clock these days . . . a new and stable 'round the calendar market backed by the greatest buying power in her history.

Reach this new rich market through Florida's three great dailies. They offer unparalleled coverage of Florida's three major markets and their tremendous trading areas.

The 'trade-winds' are blowing in Florida. Set your sails to ride the crest!

TAMPA TRIBUNE ★

National Representatives

Sawyer-Ferguson-Walker Co.

R. J. Bidwell Co., Pacific Coast

FLORIDA TIMES-UNION ★
Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Noee, Rothenburg & Jann, Inc., Atlanta

MIAMI HERALD ★

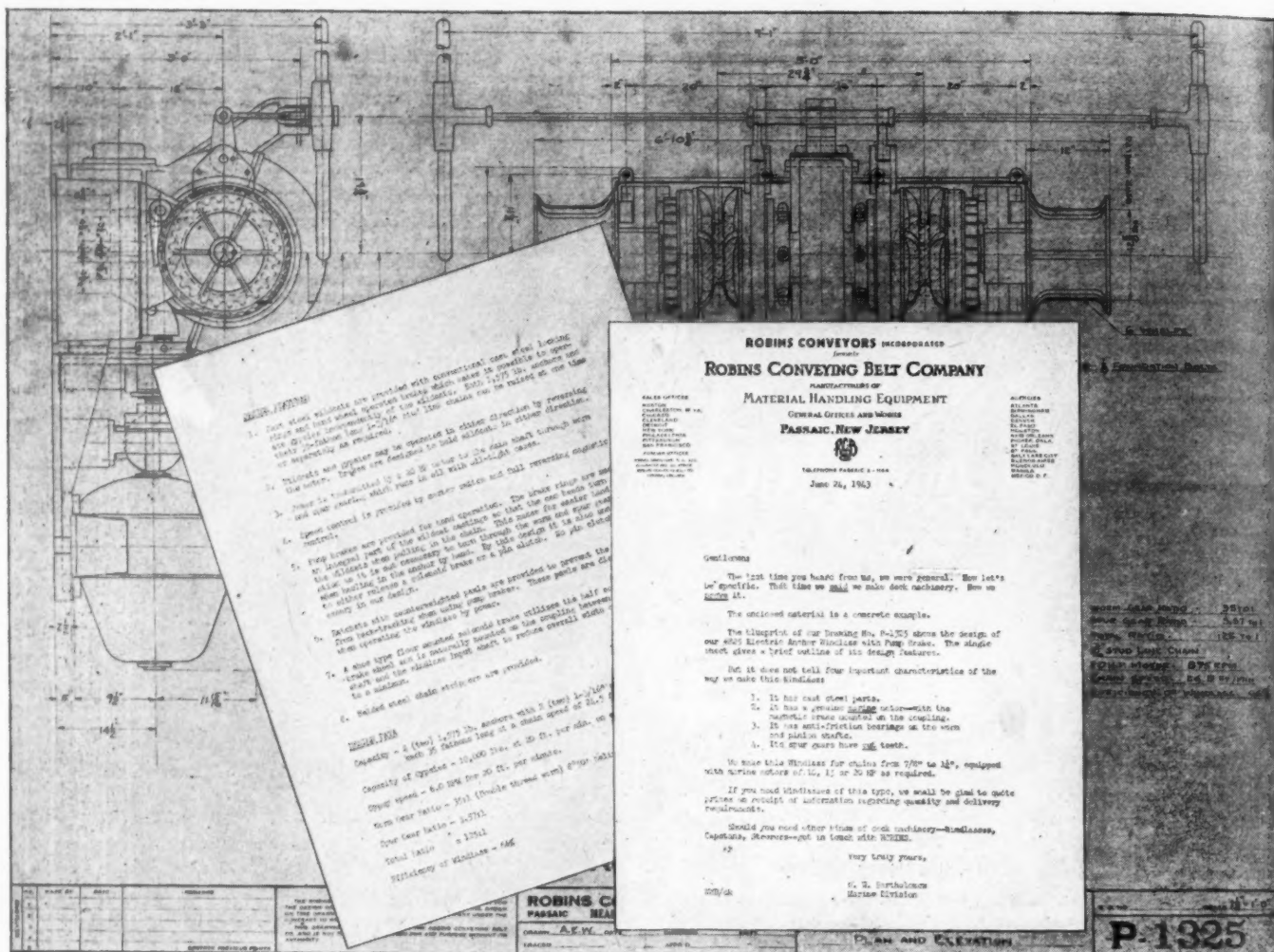
National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

JANUARY 15, 1944

[47]



"The last time you heard from us, we were general. Now let's be specific. That time we said we make deck machinery. Now we prove it." Robins' direct-mail sales promotion addresses engineers in their own language, combines an outline of the design features of one of their products with an actual blueprint showing its construction.

How Robins Tunes Sales Promotion To the Pitch of the Engineer

This manufacturer of materials handling equipment can't talk much about specific products, because almost every installation must be handled differently. By detailing case histories in plain shop talk, he builds good-will and a service reputation, induces prospects to come to him with their problems.

ROBINS Conveyors, Inc., Passaic, N. J., designs, manufactures and erects machinery for handling, hoisting, storing, crushing, sizing and distributing bulk materials—all types of bulk materials from ashes and borax to sand and sulphur.

Its sales problems are as complex as some of the systems it turns out. The company cannot issue standard folders or publish routine advertisements in technical journals, glorifying its products, because most of its prod-

ucts are "engineered" for individual jobs. Its markets are diverse and widely scattered, and it is impossible to pigeonhole, or even to visualize, the composite man to whom its selling efforts must be directed. The one fact that is known about him is that he is an engineer, or, if not actually an engineer, he has the engineer's temperament, and that, therefore, he must be sold, not through pretty phrases, but through facts, figures and straight-from-the-shoulder language.

Despite these problems, Robins'

selling picture is far from gloomy. There is an advantage in the fact that it does not sell specific products so much as a service, "a complete engineering service," according to its advertising literature, or "the complete job in a package," in the usual sales parlance.

There is an advantage, too, in the wide scope of the jobs the firm is prepared to handle, and which it has handled. The mere recital of them comprises copy which is interesting reading to the type of man who faces the problem of getting tons of manganese ore from railway cars to ships, or of unloading coal from barges and delivering it to a stockpile.

During the fifty-three years since Thomas Robins, founder of the company, designed a rubber belt for Thomas Edison as a method of transporting iron ore in Edison's New

Double★

Your market in Central Ohio is double that of 1938 . . . thirty per cent increase in population and fifty-six per cent increase in income and savings.

\$150,000,000 of Series E War Bonds, individually owned, means that 384,422 thrifty families are saving a part of increased income.

While Central Ohioans are provident they are not penurious. They buy what they want. With the hundreds of millions of dollars in savings and above average income they are in the market for all types of luxury goods. They are product-starved. If you expect to have a commodity to sell, now is the time to begin your story.

To reach this vast potential market The Columbus Dispatch is the only medium to consider in Central Ohio because it has . . .

- ★ Double the circulation of any other newspaper
- ★ Double the Retail Advertising of any other newspaper
- ★ Double the National Advertising of any other newspaper

DISPATCH
COLUMBUS 16, OHIO

The NORFOLK Metropolitan Market is BIGGER



—than Dallas, Denver, Memphis,
Toledo, Richmond, Omaha . . .
and 100 OTHERS among 137
leading U. S. Metropolitan Mar-
kets* . . .

*According to Census Bureau
estimate as of March 1, 1943.

WTAR is the ONE station in this big, rich mar-
ket that reaches MORE listeners than all other
stations COMBINED.

5,000 WATTS DAY AND NIGHT • NBC NETWORK

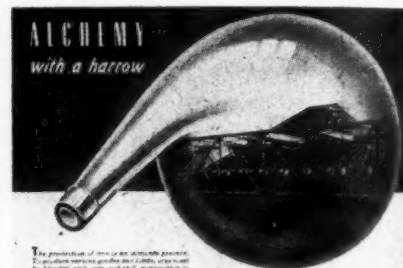
WTAR

NORFOLK VIRGINIA

NATIONAL REPRESENTATIVES: EDWARD PETRY & CO.

Jersey plant (an achievement con-
sidered spectacularly ingenious at that
time), the company has filled thou-
sands of useful industrial orders.
Many of these have unique talking
points. And the Robins Conveying
Belt Co. uses them as selling angles
in its advertising literature.

A list of "Robins firsts," forty-one
innovations in the field of materials
handling—all scored during the first
decade of the firm's existence—is an
impressive piece of copy in one of
the company's bulletins. Under the
caption, "Robins Created," the list
outlines such accomplishments as "The
first Troughed Idler, the first single-
plane Idler, the first protected-screw
Takeup, the first Picking Belt, the
first mechanical Ore Bedding System,



The production of steel is an alchemical process.
To produce various grades and colors, the metal
is heated with coke and other ingredients to
heat treatment in reheating a preliminary

The process of manufacturing "hot-rolled" steel is
usually an eight-step job. In the first three steps, the
metal is heated to a temperature of 2,500 to 3,000
degrees Fahrenheit. In the fourth step, the metal is
rolled into the desired shape. In the fifth step, the
metal is cooled. In the sixth step, the metal is
annealed. In the seventh step, the metal is
pickled. In the eighth step, the metal is
finished.

Steel Grades	Yield	Tensile	Elongation	Reduction of Area
A36	36	58	21	40
A572-50	50	66	18	35
A572-60	60	77	16	30
A572-70	70	88	14	25
A572-80	80	99	12	20
A572-90	90	110	10	15
A572-100	100	121	8	10
A572-110	110	132	6	5
A572-120	120	143	4	0

In all, over 17 million tons of steel were produced in the year 1942. The Robins Conveying Belt Co. has been a leading manufacturer of steel for many years. The company's products are used in a wide variety of industries, including steel mills, bridges, and buildings. The company's products are known for their quality and durability. The company's products are used in a wide variety of industries, including steel mills, bridges, and buildings. The company's products are known for their quality and durability.

ROBINS CONVEYORS
PASADENA - NEW JERSEY

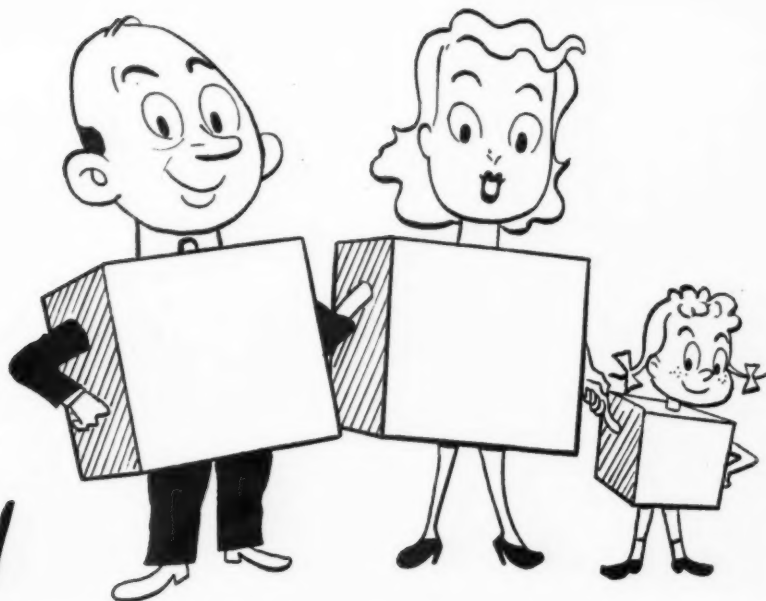
Robins uses business paper advertising to
supplement all its direct-mail promotion.

the first tandem-driven Belt Conveyor,
the first Conveyor Belt, 96 inches wide
(widest ever built), the first self-feed-
ing Coke Wharf, the first hydraulic
Hoisting Tower, the first circle-throw
Vibrating Screen. . .

A company that manufactures so
many things and performs so many
tasks must, naturally, be highly de-
partmentalized. All of Robins' execu-
tives and department heads are en-
gineers, and its selling activities are
handled by engineers. Its orders do not
come in on a silver platter. In many
cases, its prospects do not even know
that they are prospects; or, rather they
do not know that Robins could install
systems which would increase the pro-
ductive capacities of their organiza-
tions, save man-hours, or, in other
ways increase their efficiency. This in-
formation must, as a rule, be revealed
by Robins' salesmen, who are not ac-
tually salesmen, but engineers trained
to run down projects which could use

SALES MANAGEMENT

How to sell SOLID CINCINNATI



- 1 **PICK THE NEWSPAPER** that reaches the solid, substantial citizens who have made Cincinnati one of the best peacetime, wartime, *anytime* markets in America.
- 2 **CONCENTRATE** your lineage in that *one* newspaper.* Lengthen your schedule, use bigger space to do a better selling job on *solid* Cincinnati. Makes sense in personal selling. Why not in advertising?



SOLID CINCINNATI READS

The Cincinnati Enquirer

For over 100 years, edited for the thinking, doing, earning, solid citizens of America's most solid market

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

* The Enquirer has the lowest milline rate in Cincinnati (5000 lines and upwards.)
The largest home-delivered circulation.

JANUARY 15, 1944

[51]

Robins' installations to advantage.

It is the job of such a sales engineer to collect all pertinent information and send it to the home office in Passaic. This information goes first to the Preliminary Engineering Department which studies it, makes estimates and finally prepares a proposal contract which goes back to the prospect. This proposal sets forth the materials to be used, the type of system to be set up, the advantages of the system to the prospect, and the price. If the prospect signs a contract, the various Robins divisions

concerned go to work independently, their work finally dovetailing and resulting in the installation of the completed system.

The sales engineer who starts the ball rolling does not tell the prospect he wants to sell him a conveyor belt or a screening system or a skip hoist. Instead, he induces the prospect to reveal his problem. Here's a typical case history, the experience of a mid-western gas plant: "My problem is that big coal pile; you can see we are not converting from coal to coke fast enough," the supervisor told Robins'

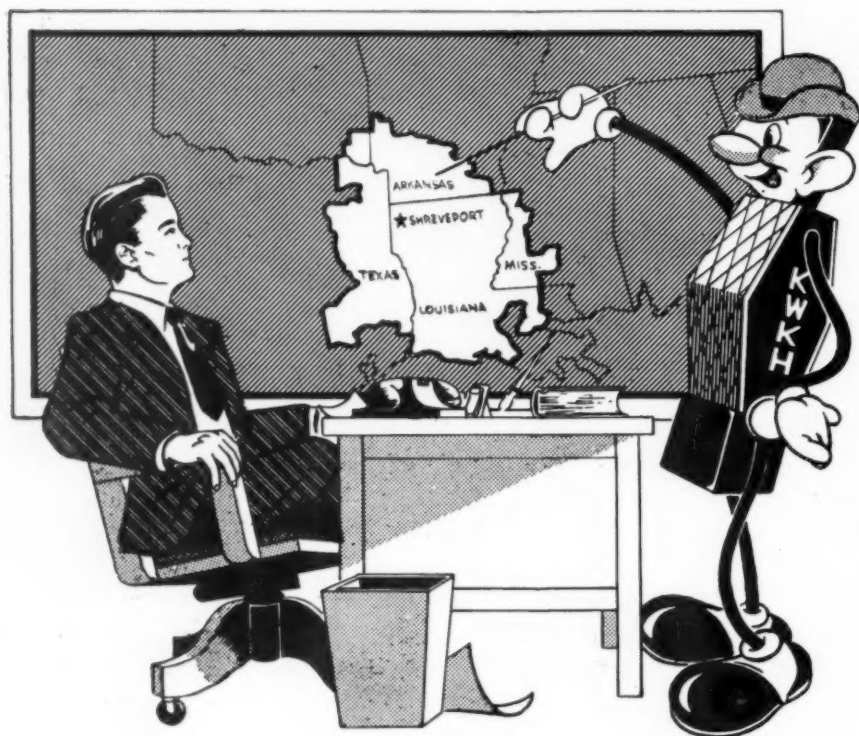
representative. This remark eventually led to the installation by Robins of a handling and conveying system, complete even to a system for spotting freight cars quickly. It worked well, but a year later the supervisor had another worry to confide to Robins' representative. "Look at that big coke pile," he said. With this as a starter, Robins further analyzed the plant's problems, and ended by putting in a coordinated series of operations including a screening station which sizes the coke and delivers it to trucks run below it and loaded. This made it possible to eliminate the crushing machinery formerly used. One of the advantages of the new installation was that *six* freight cars could be loaded in *one* hour, instead of *one* every *one and one quarter* hours.

The Sales Engineer's Job

Robins' representatives are in widely scattered sections, and they must have general knowledge in many engineering fields. Upon the sales engineer rests the responsibility of assembling all pertinent data on a job to be done, and of submitting it to the Preliminary Engineering Department in such form that its engineers can create a plan and make their estimates fairly and correctly.

Let us say, for example, that the owner of a coal mine in Chile wants to get the coal from a vein $2\frac{1}{2}$ miles out under the ocean, at a depth of one-third of a mile, and to bring it to the surface, size it, then deliver it to a stockpile or railroad cars or ships alongside a 1,000-foot wharf. Such a problem was actually presented to the Preliminary Engineering Department. This department working with topographical maps of the area, developed a system under which a train of fifty cars could bring the coal to a central collecting point below the earth's surface, dump and weigh the contents without uncoupling, then pass it on to slope conveyors. At the screening station, any desired combination of eighteen sizes of coal can be selected and delivered to the stockpile or carrier, automatically, merely by pressing buttons.

Obviously, Robins' sales engineers cannot be expected to uncover all the projects which could benefit by using the firm's services. Some such projects are in remote spots. But it is also conceivable that the management of a plant well known to a Robins man could, without his knowledge, be planning to expand, or perhaps be in a frame of mind receptive to ideas for expansion. Such management is a logical prospect for Robins' equipment and service. Leads of this kind



THIS IS THE AREA, MR. JONES!

• This is the area that year after year has shown gains far above national average in population and spendable income. It is one of the few areas classified by Assistant Director, Bureau of Census, as "having excellent prospects of retaining war-

time growth." CBS sets net daytime circulation at 313,000 radio homes, net nighttime at 425,000. Ask the Branham Company today for further details about this area and how you can get maximum coverage with 50,000 Watts KWKH.



cover it with

CBS 50,000 WATTS

KWKH

A SHREVEPORT TIMES STATION

SHREVEPORT, LOUISIANA

The

SELLING

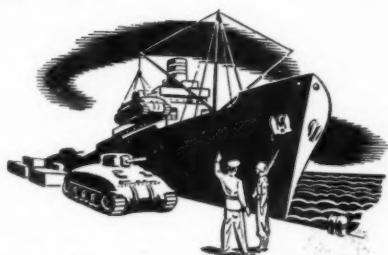
POWER

in the

BUYING

MARKET

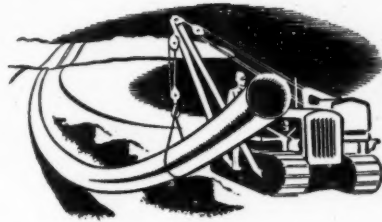
It takes a lot of PAPER to make a ton of Steel



A Steel War—Today, mention of "steel" immediately suggests war materials . . . tanks and guns . . . subs and ships . . . jeeps and ducks. It takes steel to build these mighty weapons of war. Sure—but it takes a whale of a lot of PAPER to make the steel.



Through the Mill—If you ever made a tour of a steel mill you know that paper ingredient-guides control the formula . . . open-hearth paper charts control the quality . . . production records keep the stock moving . . . and a thousand and one pieces of paper keep the offices running.



The "Big Inch"—Paper is used not only to produce steel but also to protect it. The new oil line—from Texas to the East Coast—was wrapped in asbestos paper before it was laid. And every day paper is used between sheets of steel to prevent rubbing and scratching.



It's Vital—Indeed paper is indispensable to the steel industry—and every industry. It takes paper to produce our food and clothing . . . homes and furniture . . . products of peace and implements of war. It takes paper to fight the battles and win the victory.



Make it Stretch—Due to the shortage of manpower, it is estimated that only 75% of last year's pulpwood will be cut in 1944. That means far less paper pulp. For this reason you are urgently asked to stretch your paper supply as far as it will go.

WARTIME *Levelcoat**

The fact that most people have perceived no difference in wartime Levelcoat Printing Paper is a real tribute to the Kimberly-Clark research men.

For it is through their ceaseless efforts that new discoveries and alternate ingredients are helping produce the highest quality Levelcoat Printing Paper it is possible to make under wartime restrictions and limitations.

Kimberly-Clark Corporation, Neenah, Wis.

JANUARY 15, 1944

TRADE MARK

[53]

... AND IN JUST A SECOND
THE MARCH OF TIME WILL BRING
YOU AN INTERVIEW WITH **THE
DEFEATED JAP ADMIRAL...**
**WHO IS NOW ON THE WAY
TO THIS MICROPHONE.**



THE MARCH OF TIME hasn't yet been able to put a tattered Togo on one of its microphones—but we can hope, can't we?

Meanwhile, Thursday after Thursday at 10:30 PM (EWT) the March of Time brings to its listeners news from the battlefield and the home front—straight from *the people who make the news*—straight from the places where news is made.

Listen just once for yourself and you will see why the March of Time's Crossley is now crowding 18.

**10:30 PM (EWT)
EVERY THURSDAY NIGHT
OVER THE RED NETWORK**

THE MARCH OF TIME

SPONSORED BY
THE EDITORS OF



are uncovered not only by personal contacts, but also by advertising in technical journals, and by direct-mail.

Robins' publication advertisements, often augmented by mailing pieces, are meaty and couched in engineering terms. Both are likely to be illustrated by photographs of actual jobs which are even more convincing than words. Capsule case histories and descriptions of jobs also are used. Here's a typical example from Bulletin 125, a colorful piece of sales literature: "Island of Spitzbergen. The only coal handling system within the Arctic Circle is a complete ROBINS plant: a stocking and reclaiming Bridge, a system of Belt Conveyors and a shiploading Tower. Coal is mined all year; it is stocked in ground storage for nine months, then reclaimed and shipped during the three months when navigation is open."

A careful check is made of results from both publication and direct-mail advertising. At first glance, the percentage of returns from direct mail may seem unimpressive, but, when the dollar value of returns is considered, it is apparent that this form of selling pays dividends.

Here is an outline of a campaign begun last may:

1. On May 25, a one-page mimeographed letter on the company's letterhead was sent out by the Marine Division. The signature, also mimeographed, was that of W. W. Bartholomew of that division. The letter merely listed the types of deck machinery the firm offers (electric and steam windlasses, winches, capstans, gypsies, hoisting equipment and steering gear); mentioned its facilities for complete engineering and manufacturing of deck machinery, and invited inquiries. It was sent to a list of 225 marine architects. It brought one \$2,500 order.

2. One month later, on June 24, a letter on the same letterhead and over the same signature was sent to the same 225 names. This letter got right down to brass tacks in the first paragraph, suggesting that instead of being "general," as in the previous letter—"let's be specific." And it was specific, to the extent of enclosing a blueprint of a design for "our #825 Electric Anchor Windlass with Pump Brake," as well as a separate sheet listing its design features. All highly



Minneapolis-Moline's Boleador

For years returning travelers from South America have raved about the topical paintings of the gifted Argentine satirist, Senor F. Molina Campos. Throughout much of the southern hemisphere his art has gone to the people through advertisements and calendars, as well as via the art gallery. Now the Minneapolis-Moline Power Implement Co. is bringing the caricaturist of gaucho life for the first time to the North-American public in its 1944 farm calendar which carries a dozen of the Campos paintings in full color, size 10 x 12½ inches. There is an air of amiable madness about most of the Campos humans and animals. His horses seem to be snorting brimstone, the riders to have Bunyanesque powers. Here, above, is the illustration from the March page of the M-M calendar. The calendars were planned by W. C. MacFarlane, president, and B. D. Grussing, advertising manager, of the company. Plates and printing by Brown & Bigelow.

SALES MANAGEMENT

Irresistible!



At five or fifty, they yield to the lure of smart, skillfully designed packaging. So in planning your attack on highly competitive postwar markets, remember that graceful, appealing Maryland bottles and jars have proven, over the years, their ability to win . . . and hold . . . feminine favor.

MARYLAND GLASS CORPORATION, BALTIMORE, MD. . . . New York: 270 Broadway
 . . . Chicago: Berman Bros., 1501 S. Laflin St. . . . St. Louis: H. A. Baumstark, 4030
 Chouteau Ave. . . . Memphis: S. Walter Scott, 608 McCall Building . . . Kansas City,
 Mo.: Aller Todd, 1224 Union Ave. . . . Cincinnati: J. E. McLaughlin, 401 Lock St. . . .
 San Francisco: Owens-Illinois Pacific Coast Co.

Maryland

BOTTLES
AND JARS



technical and incomprehensible to most people, but easily understood by the 225 marine architects who got the letter and enclosures. But the whole selling job was not left to the enclosures; the letter itself listed four "important characteristics" of the windlass—cast steel parts, a genuine marine motor, anti-friction bearings on the worm and pinion shafts, and cut teeth on its spur gears. A few additional lines of technical information and a bid for inquiries completed that letter. Result: An inquiry resulting in one order, totaling \$25,000.

3. The next step in the campaign

was a letter from the same division, again written over Mr. Bartholomew's signature, but sent to 825 names—the original list of 225 marine architects, plus 600 names on a list of navy procurement divisions and boat builders. This letter was shorter than the previous ones, as it contained only four short paragraphs.

In this case, as with Letter No. 2, the enclosures do not make sense to the non-technical minded, but they must have been just what the marine world was waiting for, because results from that letter were excellent—and still are, as it is still bringing

inquiries. Some of the orders, coming as they do from the Navy, are of such a nature as to prevent more specific details from being given.

4. An industrial organization with as many departments as Robins has faced the problem of keeping all of them occupied in all seasons. Direct mail is successfully used in solving the problem of the slack period. Letter No. 4 in Robins' mail campaign, sent out in June, was designed to bring in orders for the Foundry Division.

Like the others in the series, this letter was short, consisting of five paragraphs. It was mimeographed, and signed by G. E. Hadzima, Foundry Engineer. It did not bear the name of the individual addressee, but began with a headline, "Looking for a RELIABLE source of IRON CASTINGS FOR AIRCRAFT?"

Unusual Format

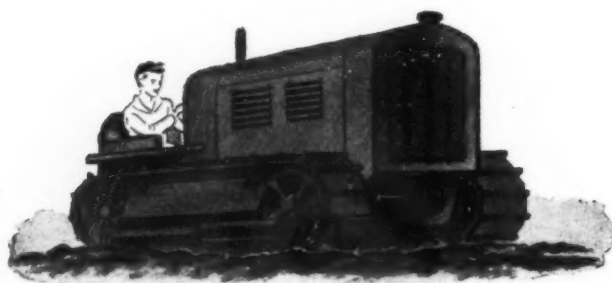
The format of the letter was unusual—a four-page duplex letterhead, with the two inside pages devoted to photographs of products of Robins Foundry Division, and a few paragraphs of printed text. Included in this text was the offer of a bulletin on Robins CI-50 (an alloyed metal with high tensile strength). On the last page there is a list of Robins' products of all types, not merely the products from the foundry division.

The letter brought twenty responses, four of them from aircraft manufacturers. Sufficient orders resulted to make the mailing project well worthwhile. One of the orders was of such proportions that six months are required to fill it.

5. Last August a test mailing campaign was conducted in five states, Pennsylvania, Michigan, Ohio, Indiana, and Illinois. A one-page, mimeographed letter over the processed signature of A. E. Conover, manager of the Screen Department, was sent to foundry prospects for the Robins Floatex Shakeout. The letter was not directed to individuals; instead of a salutation it had the headline, "EFFECTED SAVING IN MAN-POWER HOURS . . . NO LESS THAN 56 HOURS PER DAY."

That quotation had been taken from a letter from a user of the product, the Hanford Foundry Co., of San Bernardino, Calif., and the letter, signed by Hanford's president, was enclosed with Robins' own letter. The Robins letter described the special features of the Floatex Shakeout—"genuinely full-floating . . . load rides on heavy-duty coil springs . . . unit

EASILY HANDLED . . . yet



STRONG

Today's demands for manuals, parts lists, instruction books and a host of other printed matter sets up one major requirement . . . covers must be strong.

The cover stock must be capable of folding readily either way, be amendable to all forms of binding: pasted, sewed, stitched, stapled, eyeletted . . . it must print readily. But above all this, it must be equal to the handling such printed matter will get.

KROYDON COVER

"Tough as a Hippo"

provides all these qualities plus a wide selection of rich, attractive colors, and a handsome soil-resisting, glossy ripple finish. KROYDON Cover prints readily—halftone as well as line, by letterpress or lithography.

Ask your Printer or Paper Man for samples (KROYDON is nationally known) or write us direct at the mill.
HOLYOKE CARD & PAPER CO., Springfield, Mass.

Companion cover lines by "The Cover Paper Mill"

TWILTEX LEATHERCRAFT DURATEX WOODTONE

Never Underestimate the Power of a Woman!



Nor the Power of the
Magazine Women believe in!

• Timely angle on an axiom:
that where there's a woman
there's a way — and she even-
tually gets it. This changeless
way of women continues to
make the Journal a unique edi-
torial power ... and to bring it
the world's largest audited
magazine circulation.

LADIES' HOME
JOURNAL

largest audited circulation of ANY magazine

shakes the flask, not the building; no danger of damaging your own or neighboring buildings," etc. An entire paragraph was devoted to the saving of manpower effected by the use of the product. The letter closed with the suggestion: "Write for Bulletin 124-DM."

The case history of this mailing is interesting on several counts. First, we find that the response from the test campaign in five states was 2.3%—which is fair. The letter was then sent to all foundries on Penton's foundry list, which entailed nation-

wide coverage. The response for the entire list was the same as for the smaller group—2.3%. This shows the efficacy of sample or test campaigns. (The long-term returns for both are better than 2.3%, as is often the case with industrial campaigns.)

There were some immediate responses, two resulting in telegraph orders of approximately \$6,000 apiece. From a long-range viewpoint, the mailing has proved more than satisfactory. Late in December inquiries were still coming. It is not unusual for industrial mailing campaigns to

continue to produce over long periods. Here's a case in point: Shortly after this letter on the Floatex Shakeout was mailed, a request for Bulletin 124-DM, mentioned above, was received from a man who wrote from his home and requested that the bulletin be sent to his home address. Five months later a sizeable order was received from the same man, for a Government project.

It appears that the engineering-industrial consumers of Robins' products and services do not need fancy presentations to induce them to buy, but they are influenced by simple, straightforward descriptions which can be quickly read and assimilated.

Selling to engineers is not essentially different from selling to anyone else. The main thing is to have a product or service which interests them and to tell them about it as clearly and graphically as possible.

How are your sales in Buna, New Guinea?



● If you are interested in selling cough remedies to Eskimos or sun tan lotion to South Sea Islanders or spaghetti to the Sioux then we suggest you broadcast over some other station.

But, if it's Philadelphians you want to reach—and to sell—WFIL is the station for you to use. ● In Philadelphia today the station which is the most progressive... the station which is winning more local favor... is WFIL. Don't take our word for it. Look at the Crossleys. Month after month they show consistent gains in listeners for WFIL. ● If you have something to sell to PHILADELPHIANS—then by all means sell it on a station which covers PHILADELPHIA—and not Buna, New Guinea

PHILADELPHIA'S MOST PROGRESSIVE RADIO STATION

A BLUE NETWORK STATION



REPRESENTED NATIONALLY BY THE KATZ AGENCY

[60]

SM's Dept. of Amplification

Mr. Raymond Bill
Sales Management
386 Fourth Avenue
New York 16, New York
Dear Mr. Bill:

In the December 15 issue of SALES MANAGEMENT, the article, "More Stores, Wider Lines, Bigger Volume; the 5 & 10's of Tomorrow," contains this statement on page 30: "... and one of the largest mail-order wholesale houses is planning to take over a thousand of the retail outlets which have been its customers in order to use them as groundwork for a new national 5-and-10 chain."

Since Butler Brothers is known as far the largest mail order wholesale house in the country and serves in a major way independent variety stores, the statement concerning plans by such an organization to "take over" retail outlets "to use them as groundwork for a new national 5-and-10 chain," creates the erroneous impression that our company has such a plan. Our unique position in the merchandising field is well known to all in the trade; therefore, the inference as it appears in your publication cannot help but lead your readers to believe that the statement refers to Butler Brothers.

Such a statement as this can be, and in fact has proved to be, disturbing to our cooperating variety store customers who work very closely with us under a franchise agreement, one of the basic features of which is independent ownership.

Before further damage is done, we must insist that this erroneous and misleading statement be corrected in an early issue of your publication, SALES MANAGEMENT. We would be glad to review with you in advance any proposed explanatory material. May we hear from you promptly?

C. D. SOUTHARD,
Vice President,
Butler Brothers,
Chicago

All right, Mr. Southard. So it isn't Butler Brothers, and Mr. McClure, the author, chooses to respect a confidence about the name. That's why he worded it as he did!
—THE EDITORS.

SALES MANAGEMENT

Marketing PICTOGRAPHS

Planned by
Philip Salisbury,
Executive Editor,
and designed by
The Chartmakers, Inc.

POST - WAR PLANNERS SHOULD WOO FARMERS AND STUDENTS

Continuing studies of public attitudes by the Psychological Corporation show a slight increase among city dwellers in confidence that business leadership can bring us out of the post-war emergency. Asked, "Who do you think can do the best job in straightening things out after the war?" these were the votes given to the two leading groups:

Oct. 1941  47% WASHINGTON
 26% BUSINESS LEADERS

Nov. 1942  56%
 25%

Oct. 1943  42%
 28%

But farmers and college students are far more confident that the answer is Washington. Here are the complete returns from these groups on the October, 1943, question. Answers total more than 100% because some respondents checked more than one type of leadership.

WASHINGTON  51% FARMERS
 58% STUDENTS

BUSINESS LEADERS  26%
 29%

LABOR UNION LEADERS  6%
 11%

OTHERS  26%
 19%

The lack of confidence in the private enterprise system by college students is further exemplified in a question asking whether government operation of manufacturing plants would give consumers more for their dollars.

Source: Division of Social and Market Research,
the Psychological Corporation, 12-20-43

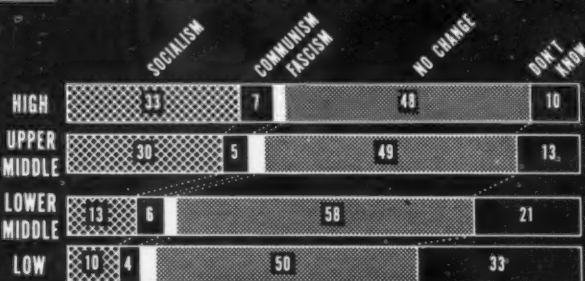
MORE  22 CITY
 19 FARM
 39 STUDENTS

About the SAME  22
 24
 26

NOT SO MUCH  40
 38
 25

DON'T KNOW  16
 19
 10

A direct question on trends of government in the U. S. A. shows very little fear of Communism, still less of Fascism, but a considerable belief that we are headed toward Socialism. This is particularly true among college students. Twice as many expect Socialism as do city folks and farmers. By income groups of city families we find this paradox: while the upper economic groups have the least confidence in Government control, they expect Socialism far more than do the people in the lower economic groups.



Conclusions from this study which might be applied by business groups and individual manufacturers in their planning and in aspects of their public relations programs, such as advertising, are:

1. A relatively poor job has been done in convincing farmers that business leadership is sound.
2. Students are skeptical about the benefits of the private enterprise system. This helps to explain why so few of them plan to take up selling as a career.
3. City dwellers are slightly more confident in business leaders than they were before Pearl Harbor, but the majority still favors Washington.



PICTOGRAPH BY
Sales Management

1-15-44



**WHITE SPACE
FOR SALE**

still

MODERN MAGAZINES*

DELL PUBLISHING COMPANY, INC.
149 MADISON AVE., NEW YORK 16

*World's largest publisher
of mass magazines and books*

* ABC - 9/43 - 2,612,336

WHY DO COLLEGE STUDENTS DISLIKE SELLING?

Several years ago (1940) SALES MANAGEMENT interviewed 1,000 college seniors to learn their attitude toward selling as a career. The majority--54.8%--said they would not like to take up any form of selling after graduation. They strung along with the boy who said, "I wouldn't be happy going around making people I don't know buy something they don't want and don't need."

The attitude toward selling seems to have retrogressed still further since then. A survey made last month among 370 students of Indiana University asked them "What occupation are you planning to enter?"

Source: Brooks Smeeton, Instructor of Advertising and Selling, Indiana University.

Selling ranked 8th among the answers with only 5% choosing it as a career. Here are the grouped replies:



A further question revealed that 166 of the respondents had had sales experience, 168 had not, 36 didn't answer.

Those who had had sales experience and would take a job in selling IF OFFERED:

YES 72%

NO 28%

Those without sales experience who would take a job in selling IF OFFERED:

YES 23%

NO 77%

Why don't sales managers' clubs do something to counteract the negative attitude toward selling by working with the colleges, such as helping them to get good outside lecturers? A suggestion offered to the Indianapolis Sales Executives Council is that clubs establish educational internships for men and women in selling.

PICTOGRAPH BY
Sales Management
1-15-44

NO WONDER THERE'S A CONTAINER SHORTAGE!

Paper is one of the scarcest items in the war economy. More products are made of pulp wood, or contained in them, than ever before.

Take containers alone. Here are the production records of six selected foods individually packed in tin, and then cased in an outside paper box, in thousands of cases of 24 # 2 cans. The items are the combined total of green beans, peas, corn, tomatoes, peaches, pears. The 1942 pack was nearly double the 1936 total, and 1943 demand is even greater.

Thousands of cases:



Source: National Industrial Conference Board.



**If War Is Hell,
What's a Jobless Peace?**

**PAID FOR
TO THIS POINT
↓
Every Dollar
PAYS FOR
20 More Meals**



Job For Your Advertising— RIGHT NOW!

The sum difference between headlines and joblines—is within the scope of your advertising... NOW

For the machinery of making customers—is the machinery of making jobs. Frederick C. Crawford, retiring president of the N. A. M. puts it this way, "Customers mean production, production means jobs. Jobs mean more customers."

How many customers will be needed?

Think this Over

Right now the battle front is boss of half of the grand total of 62 million Americans drawing pay. *When that boss stops needing them, the vast overwhelming majority will demand jobs... not handouts... not boondoggles.*

To have those jobs waiting will take—according to the Committee for Economic Development—a third again as many sales per year as industry in total made in our last year of peacetime operation.

Is it possible? Is it practical? We believe it is.

Here's Why

War wages have given new and tremendous buying power to the Wage Earner mass of the population. The bulk of the savings, the bulk of the War Bonds, belong to the Wage Earners. And, for the first time in our history, Wage Earners are buying and saving in proportion to their numbers.

The specific job facing your advertising is to sell and hold this market. Keep them buying—and you keep them earning. Keep them earning and you keep them buying.

But it Won't be Easy

Wage Earner families lead different lives, have different backgrounds. To win them as customers and as partners in the time we have left, you need a fair chance to be heard...

and, if you can get it—a friendly hearing in friendly homes.

A full generation ago the publishers of Macfadden magazines discovered that the huge Wage Earner section of America read no magazines. Because no one then knew how to publish to Wage Earners, Macfadden editors went directly to the Wage Earners for its stories and articles. They made story tellers out of these new readers and friends out of strangers.

"Friend at Court?"

When you give good copy the background of time-proven friendship like this, you've taken the "beware" out of buying; you've given worthy messages the one break they need.

This relationship with the biggest part of America may explain why Macfadden Publications, Inc., sells more magazines on the newsstand, issue for issue, than does any other publisher of adult magazines. As well, it serves to explain why the average advertisement in Macfadden magazines has consistently led in readership.

Our position as friend and adviser to millions of them is a responsible one. We offer this pledge:

To furnish to Industry a means of communication with Wage Earning America through magazines which enjoy reader confidence, loyalty, and respect. To maintain our service to Industry as the most authoritative private source of knowledge and understanding of these people upon whom Industry—and, indeed, our entire economic system as we presently know it—must depend.

"The Common Man, well-informed, working with good will, is the greatest force in producing the world we want."

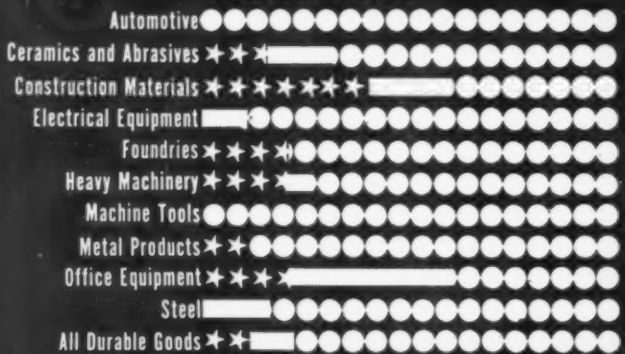
MACFADDEN PUBLICATIONS, INC.

TRUE STORY • THE MACFADDEN WOMEN'S GROUP • THE MACFADDEN MEN'S GROUP

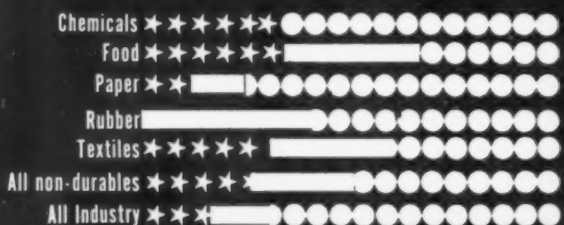
V-year as compared with 1943:

PERCENTAGES GREATER ★★ SAME ■ BELOW ●●

DURABLE GOODS



NON-DURABLE GOODS



Source: National Industrial Conference Board, November, 1943.

PICTOGRAPH BY
Sales Management

1-15-44

ESTIMATED SALES IN FIRST POST-WAR YEAR

A survey among 149 industry members of the National Industrial Conference Board shows that only one company out of six expects sales in "the first year after all fighting in the war against the Axis countries has ceased" to exceed the 1943 physical volume, while one out of four expects the total to be better than 1941.

Much greater confidence is shown in ability to beat the 1941 sales volume:

PERCENTAGES GREATER ★★ SAME ■ BELOW ●●



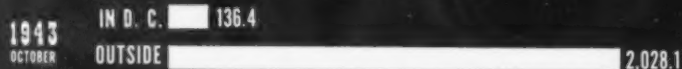
Source: National Industrial Conference Board, November, 1943.

FEDERAL SERVICES BEING DECENTRALIZED

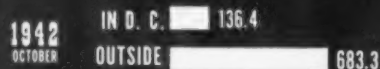
Washington shows no signs of becoming a ghost city; it is busy and populous, and will continue to be so, but it is true that employment in government agencies is increasing elsewhere in the country, decreasing in the District.

Thousands employed in regular
Federal services:

WAR AGENCIES



OTHER AGENCIES



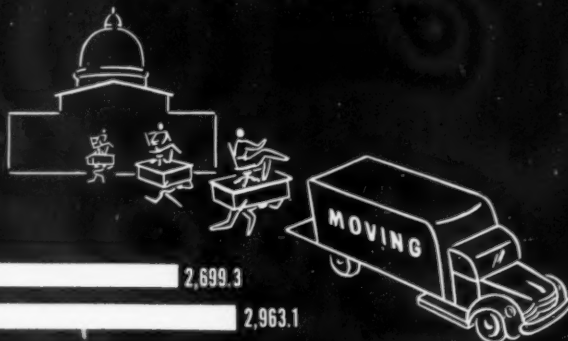
TOTAL



Source: Bureau of Labor Statistics, 12-9-43.

PICTOGRAPH BY
Sales Management

1-15-44





Local ads that did good war jobs

TO THE TOTAL of all war advertising, local retail advertisers have contributed an important share.

That they have done so is greatly to their credit. The budgets of these advertisers, generally, are not large. They have merchandise to sell, and an almost daily need for specific advertising on specific goods.

Yet, in spite of these things, local retailers have prepared and published advertisements that have made a really valuable contribution to the war effort.

Four such advertisements are shown above.

It isn't just in our own private judgment that these are good war ads . . . that they

have done good jobs for the government and for the communities in which they ran.

It is also the judgment of the government agencies responsible for the war projects covered — the OWI, the OPA, the Treasury, and the WPB.

These advertisements were prepared by:

Lord & Taylor, New York City
The Dayton Co., Minneapolis, Minn.
Powers, Minneapolis department store
Miller & Rhoads, Richmond, Va.

We believe that local advertising is a particularly effective way of promoting war projects and getting concerted action on them from individuals within a community.

Local advertisers are local *people*, known and respected in the community. This gives their war messages an added weight. It gives their appeals a personal and neighborly quality . . . a quality that makes them more effective.

By publishing these examples, we hope to stimulate the running of more and more local advertisements which will be helpful to the prosecution of the war.

If you would like to have full-size proofs of the ads reproduced above, you may obtain them by writing the stores that ran them.

Young & Rubicam, Inc. ADVERTISING
New York • Chicago • Detroit • San Francisco
Hollywood • Montreal • Toronto

ONE IN FIVE FILED FOR '41 INCOME TAX

Measured by the percentage of population filing income taxes in 1941, residents of the District of Columbia seem to have had the highest median incomes, with 37.86% being customers of Uncle Sam's Bureau of Internal Revenue. Nevada was not far behind

with 35.35%. Connecticut was in third place with 34.69%.

The 25,954,801 returns for the year 1941 were 76% higher than the total for the preceding year, and the total individual tax bill of \$3,908,000,000 was 161.0% above the 1940 level.

U.S.A.
19.64%



WHO'S BETTER OFF--

Workman



or

Farmer

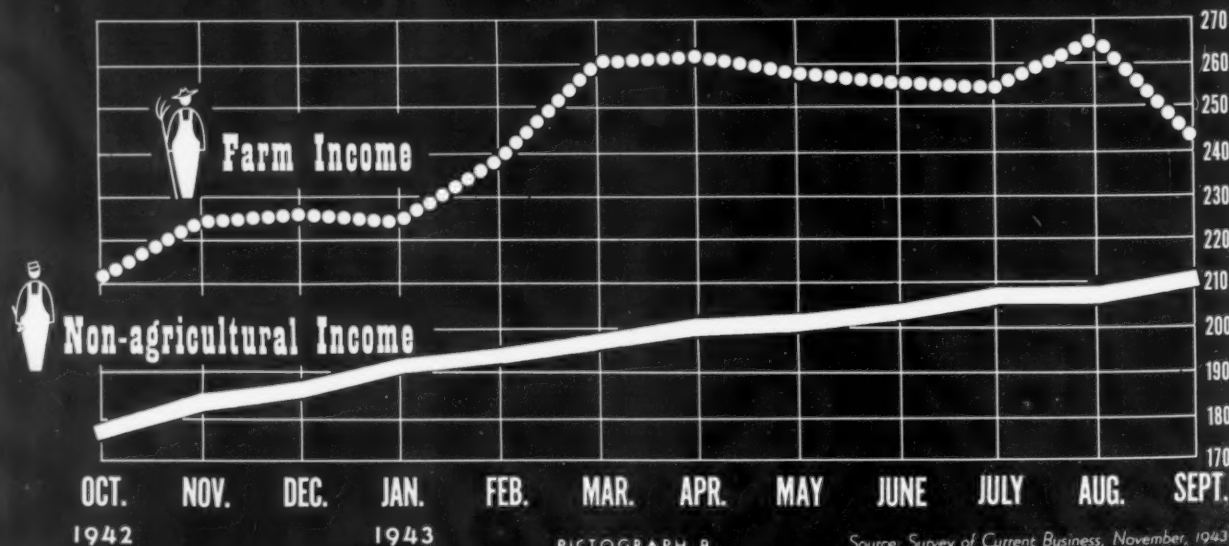


?

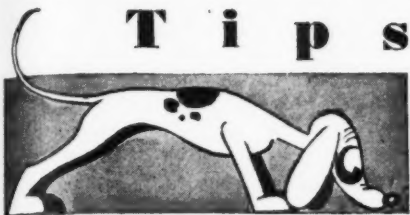
It's a well-established fact that the income gains of wage earners and farmers have outstripped those of other groups since we entered war production and participation.

But which one--wage earner or farmer--is better off?

Taking incomes of 1935-1939 as 100, this is the picture for the 12 months, October, 1942, through September, 1943.



T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

At Last a Complete Mail Study. How long should a mail offer be featured on the air? What makes people write in response to contests, premium offers, free information, etc.? Do people on farms write more than people in cities. Advertising men and advertisers always are on the hunt for information of this type. KMA, one of the outstanding "mail stations" of the country, has made an intensive study of these questions, with particular stress on the farm market. You will find in the booklet invaluable information, compiled by experts on the rural market, on the people who respond to mail offers, how often they write, where they live, how they respond. For copies address May Broadcasting Co., Shenandoah, Iowa.

Why Don't You Speak for Yourself, John? Industry's growing use of annual financial reports as an effective public relations instrument is illustrated in this brochure containing fifty advertisements, just published by *The New York Times*. The advertisements, all of which appeared in *The New York Times*, clearly indicate that the prosaic statistical report is in many instances giving place to a bright, illustrated type of advertising. War industries, particularly, made effective use of their annual reports, with the airplane manufacturers—Curtiss-Wright, Boeing and Bendix, for example—emphasizing their contributions in planes to the war effort. For copies of the brochure write to James W. Egan, Jr. *The New York Times*, Times Square, New York, 18, N. Y.

Merchandise You Can Get Now. A new and extensive survey by *Chain Store Age* among 5,000 manufacturers reveals what merchandise is available today, and which suppliers are making shipments. The results of this survey appear in the January Variety Store Edition of *Chain Store Age*. For copies, send 35c for the January issue of *Chain Store Age* to the magazine at 185 Madison Avenue, New York, 16, N. Y.

What Every Buyer of Radio Spots Should Know. This booklet, published by the Mayers Co., Los Angeles, Calif., covers many of the key points-of-interests for persons interested in spot radio. Well illustrated charts are used to show the amount of money annually spent for spot radio, how and why these spots are chosen, measuring sticks used for measuring radio spot audiences, an analysis of "cost-per-thousand listeners," and other interesting data. While the booklet deals primarily with the Los Angeles market, the figures can be given national interpretations. For copies write to The Mayers Co., 1240 S. Main St., Los Angeles, Calif.

JANUARY 15, 1944

REMEMBER the 4 for



Blanket Coverage
In TROY
Is All Important

... BUT ...

... in the Troy Market you will also find blanket coverage in four extra great trading areas....

TROY, Plus...

**WATERVLIET
GREEN ISLAND
COHOES
WATERFORD**

(All FIVE, including Troy, within a 3½-mile radius)

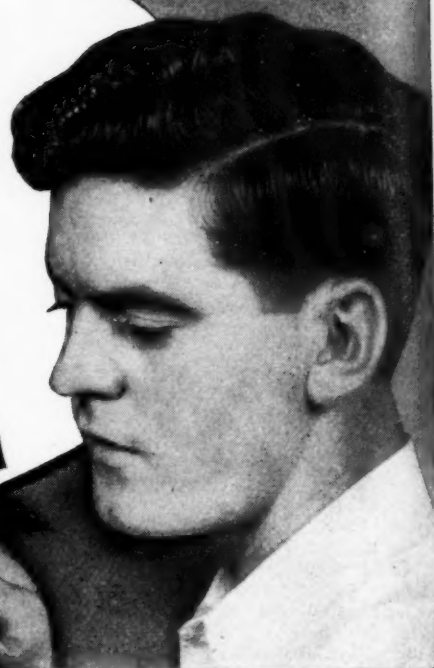
Remember the PLUS-4 for '44 and place your advertising in this powerful market with 123,000 consumers.

Blanket coverage in this major market, one of the most responsive in the country, is obtainable only through The Record Newspapers, Troy's only dailies... it is yours at the low cost of 12c per line.

THE RECORD
THE TROY RECORD • THE TIMES RECORD
NEWSPAPERS

J. A. VIGER, ADVERTISING MANAGER

Who is America's No. 1 POSTWAR INVENTOR?



—he's working anonymously today, over 400,000 strong,
tooling up for the fascinating postwar "World of Tomorrow"

OUR statistical department just came in with breathtaking news—Gypsy Rose Lee is a workshop hobbyist! But on the other side of the fence, *Mechanix Illustrated* readers are 100% hobbyists—79.6% of whom are under age 34. So don't let Gypsy Rose Lee stand in your way.

Clifford Stoll

Advertising Director
FAWCETT PUBLICATIONS, INC.

TODAY, somewhere in America, is the next Marconi—the next Edison—the next Wright Brothers...hard at work finding out for himself what tomorrow's America will be like.

Does he slave in some great laboratory? Surrounded by test tubes? Dipping his stained fingers into fuming chemicals? Watching enormous machines shatter an atom? Squinting through a microscope for beings so tiny the microscope itself cannot see them? No. Just as the Edisons and Marconis and Wrights before him, he works in his own workshop in his own home—seeking out his own new world. And out of his seeking will come the inventions of the "World of Tomorrow."

No wonder he is America's mechanical neighborhood oracle...Mr. Fixit in the flesh. If the sash sticks or the door creaks, Mr. Fixit is on the job. If Mrs. Jones' gas-stove leaks he can stop the leak in no time. If Johnny's roller coaster breaks down Mr. Fixit has it rolling again in a jiffy. Woodworking or metalworking, he is handy with tools of all kinds and has the "know how" that counts.

This chap, as we know him, offers adver-



FAMOUS WORKSHOP HOBBYISTS

Fibber McGee, of the world famous radio team of "Fibber McGee and Molly" is an outstanding and enthusiastic workshop hobbyist.

In private life he is Jim Jordan and a man who knows woodworking and carpentry down to the last shaving. His workshop is a hobbyist's paradise and is completely toolled with about every kind of equipment that is made, and he is a regular reader of *Mechanix Illustrated*.

tisers an opportunity that will never occur again—unless (God forbid) there comes still another postwar era.

He is America's most important hobbyist. Infinitely more important to America's future than his brother stamp collectors, Indian arrowhead experts, butterfly hunters, moustache-cup hoarders, rare book hounds, and the like.

He knows more about postwar America, and what will make it click—than you or you—or me. He is America's Number 1 market for postwar America.

* * *

This chap, 400,000-plus, gets his information, material, tools and equipment from the pages of *Mechanix Illustrated*. How do we know? Because he goes to his newsstand every month and buys *Mechanix Illustrated* to use as the guide for his hobby. We edit *Mechanix Illustrated* entirely for his benefit. And we are doing a better job every month.

How do we know this? Listen:

Our circulation, which 3 years ago stood 170,000 at 10¢, stands today over 400,000 at 15¢—with 97.5% newsstand, highest ever attained in our field.

We gained 47.7% circulation in the past year alone, against a 9% and 2% gain for the other two in our field.

Based on 1943 first 6-months figures, *Mechanix Illustrated* pulls 936 primary readers per advertising dollar, as against 839 and 776 for the other two.

Most important: More than 80% of the advertisements we carry are keyed for direct response. To these advertisers, results are all that count. The fact that the majority of them came in on a test basis, and are staying because we pull those coupons in, is the best recommendation I can give you.

If results are what you want, *Mechanix Illustrated* can deliver the goods.

One of the Great Family of Fawcett Magazines

MECHANIX ILLUSTRATED

FAWCETT PUBLICATIONS INCORPORATED

NEW YORK 18: 1501 B'way...Longacre 3-2800
CHICAGO 1: 360 N. Michigan Ave. Cent'l 5750
LOS ANGELES 14: Simpson-Reilly, Ltd.
Garfield Bldg.Michigan 7421
SAN FRANCISCO 4: Simpson-Reilly, Ltd.
Russ Building.....Douglas 4994

Your **PRODUCT**
couldn't be in
BETTER COMPANY
than . . .

*Mildred
Bailey's*



When it comes to the home, Central New England women think of Mildred Bailey as a housewife after their own heart on her "Afternoon Journal"! She talks their language about dozens of household problems in housewife terms. In the homes of the industrially prosperous WTAG audience, many a product has been admitted under her banner.

Mildred Bailey is a housewife by profession. Articles and services gain audience acceptance on her radio program because she knows their qualities from actual experience and usage. If you want to place your product in good company, ask us for the full story of advertisers who have discovered how true this is.



PAUL H. RAYMER CO.

National Sales Representatives

Basic Columbia

Associated with the Worcester Telegram - Gazette

JANUARY 15, 1944

[73]



To a salesmanager
who wants to cover—

INDIANA

● There are many good markets in Indiana but only three cities showed retail sales amounting to over one hundred million dollars in 1943. Second largest market in the state was Fort Wayne with retail sales totaling \$110,500,000... (Sales Management).

The state's second largest retail market is also a leading midwest wholesale center.

Factory employment is steady. War work now, of course, but peacetime products—trucks, motors, refrigerators, washing machines, radios—indicate its stability for the future.

97.8% HOME COVERAGE

The News-Sentinel is delivered by carrier six days a week to 97.8% of all homes in Fort Wayne.

First in Fort Wayne

● For the first eleven months of 1943 The NEWS-SENTINEL, a six-day evening newspaper published 6,633,480 lines of Display advertising... 3,309,025 more lines than did Fort Wayne's morning newspaper... 4,239,845 more lines than did Fort Wayne's Sunday newspaper, and 915,390 more lines than the daily and Sunday combined. (Media Records).



The News-Sentinel

Fort Wayne's "Good Evening" Newspaper

ESTABLISHED 1833

Fort Wayne, Indiana



Representatives: Allen-Klapp Co.
New York—Chicago—Detroit

STUFF THE BALLOT BOX WITH YOUR CHOICE



OFFICIAL BALLOT 1943 PRODUCERS CONGRESS

★ Here is my vote of confidence in myself to get elected to an office in THE ADEQUATE INCOME PARTY

Signed _____

1943 Electioneer

BALLOT BULLETIN FOR THE UNITED STATES LIFE AGENCY FORCE

Your Hat's in the Ring!
for the
1943 PRODUCERS
CONGRESS



IT'S UP TO YOU
TO GET ELECTED

ON THE
ADEQUATE INCOME PARTY

OCTOBER 1st to NOVEMBER 15th, 1943

Earn new business, win votes in the "election" contest, and reward yourself with an adequate income. This is the main emphasis in all of the campaign material.

Results of U. S. Life "Election" Contest: New Zip, New Business

MAYBE you've forgotten about sales contests—for the time being. But the day was not so long ago when the annual sales contest was a big event in the life of your organization. And the day may not be so far off when once again you'll be bombarding your salesmen with "pep-up" letters, dreaming of new and novel ideas for a "different" type of sales contest.

If you still have a product to sell, you'll be interested in this sales contest which United States Life Insurance Co. conducted; if you haven't, file it for use after V-Day.

The U. S. Life Insurance campaign was conducted in the form of an Election contest, with various places on an "Adequate Income Ballot" available to agents seeking election on a vote basis. Each paid application and total paid volume counted for the individual in the final standing or election. Each agency was allotted a paid quota at the beginning of the contest on the basis of past performances, which inspired a competitive but friendly spirit among all those competing for top honors.

The contest was announced in a bulletin to all salesmen entitled the "1943 Electioneer," and all agents were invited to toss their hats in the ring for the "1943 Producers Congress."

Copy read: "It's up to you to get elected on the adequate income party

... this is your campaign... designed expressly for you. It is your opportunity to increase your own income... It is your responsibility to efficiently organize yourself—your time and your selling ability so that you will be assured of election to the Adequate Income Party... If you don't succeed, you will be judged by the most critical judges in the world—You and Your Family... Increase Your Production and Make More Money..." A president, vice-president and senators were on the ballot.

"Pep-up" letters went out to the agents weekly for the six weeks of the contest.

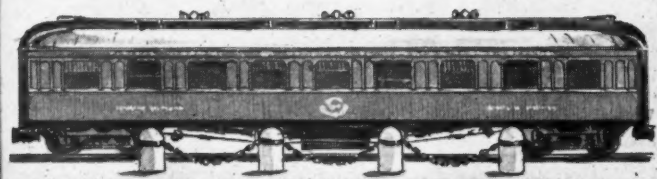
The agents responded with enthusiasm. Reports from district offices indicate that an "election" spirit really existed. Competition was keen among the agents and among the various agencies.

The Results: The Winner! From far off war-weary Honolulu—Brainarad and Black won first-place honors. The Honolulu representatives had not only the greatest paid volume, but they also achieved the remarkable percentage of 144% increase over and above their paid-for quota.

Graciously accepting the honor, the Honolulu agents modestly indicated that one of their reasons for their success was the great quantity of "war" money now on the Island, the thousands of new-rich war workers, and the scarcity of products on which to spend the new wealth.

--the FIRST World War Armistice

was signed before
breakfast...



and here's what happened:

The U. S. Government cancelled 400,000 manufacturers' contracts totalling 7½ billion dollars.

Disputed claims at the end of the last war were settled at an average of 13½¢ on the dollar, and the average case took 3½ years to settle. Some cases are still pending in the court of claims after 25 years.

TODAY—there are an estimated 6,000,000 contracts outstanding, with a value of 75 billion dollars.



THIS

World War may also end some day before breakfast.

When you reach your plant that morning will you have an immediate, ready-to-go outlet for your products?

GET SET NOW for "A" DAY by investigating one of the two industries that will come out of the war a-r-o-a-r-I-N-G—the booming Diesel Industry. Write us. Tell us what you make or can make. We'll send you important sales information and, for your study, a complimentary copy of DIESEL PROGRESS—the doorway to your future sales. It's part of our service to manufacturers—so write today.

DIESEL PROGRESS



CCA



NBP



2 West 45th Street, New York 19, N. Y.

Under the Management of Rex W. Wadman

"Neighbor's Work Exchange" Eases Coast Labor Shortage

BUSINESS and industrial executives in San Francisco are worried. The War Manpower Commission has placed a ceiling on the number of their male employees. In fact, many of them cannot hire anyone except a woman. They need more women. The women now employed are for the most part good workers, particularly women with responsibilities. But absenteeism among these women is excessive. Employers cannot blame the women—what with

sick youngsters, neglected housework, shopping to be done, and griping husbands. What can they do?

But what can the personnel managers or the supervisors do when some of the best women workers are on the job only four or five days a week? And when others are quitting because the women who did their home chores and got their children off to school have quit?

The Exchange Plan

Certain labor and consumer groups, as anxious as business and industry are to have women accept jobs to release or relieve men and to help win the war, are agitating for the worst angle of the working mother's problem to be solved by the establishment of professional child-care centers paid for out of state or Federal funds, so that children may be looked after at nominal rates. Business and industrial executives are not so keen about this proposal. They think it smells of incipient communism.

To help solve the womanpower problem, the Junior Chamber of Commerce in San Francisco is sponsoring a plan of its own to help wives and mothers to take or keep jobs in which they are needed. It is called The Neighbors' Work Exchange. Its aim is to bring together women who are employed or wish to be employed, and other women in the same neighborhood who cannot take full-time jobs, but who have free hours during which they could take over the chores of employed women.

Mrs. Dorothy Friedlander is god-mother of the Neighbors' Aid idea. After several months of experimental operation which proved that the Aid idea would work, Mrs. Friedlander put her idea before the San Francisco Junior Chamber of Commerce. The Chamber's manager, Roger Deas, in turn passed the idea on to the Industrial Committee's chairman, Charles Merrill. This committee saw its merits, put it before some of the city's leading banks, public utilities men, and other business executives. They saw the advantages and put up funds on a guaranteed monthly basis—funds to take care of organization, advertising, gasoline, and minor overhead costs. One large California concern gives \$100 a month; others guarantee smaller amounts.

The first Neighbors' Work Ex-

change clearing house was opened in the central Polk Street district, in a vacant store obtained by donation. Although in informal operation since midsummer, its full operation dates from September 1, 1943. It is staffed entirely by volunteer workers. It is not in any sense an employment agency; fees are not charged. It registers women who need help in home chores, in the care of children, aged persons or invalids so that they may take or keep paid jobs; and women who can take over these duties. The function of the Work Exchange is to bring these two groups together. There are no set fees, rules, or formalities. The working woman and the Neighbors' Aid make their own arrangements as to hours of work and remuneration.

"Both parties are usually liberal," says H. F. Osborn, Analysis and Research Department, The Bank of America, who has done much in guiding the plan. "The women who take on the household duties of the employed—often in the older age group—most commonly are actuated by patriotic motives rather than by mercenary motives (A few, however, become Neighbors' Aids for the money they can earn.), and therefore rates for work in the home are adjusted to the employed woman's ability to pay."

Idea Appeals to Housewives

The informality of the Exchange appeals to housewives, many of whom are fearful of all the new Government rules governing employment, fearful of being frozen in jobs, etc. There are only two simple forms to be filled out: one by women in need of a Neighbors' Aid, the other by women who are willing to take over the duties of house work or child care.

The Exchange progressed so rapidly that by November a second Work Exchange clearing-house headquarters was opened in the working-class section of The Mission district, also in a vacant store donated for the purpose. Seven similar clearing houses in key centers of San Francisco are now being planned. The next one to be opened will be in the Haight-Ashbury district where there is a concentration of working-class families and a large proportion of working wives and mothers.

In the Polk Street clearing house, up to December 8, the date of the last report, 437 women had applied for Neighbors' Aids in order that they might take over or continue in paid jobs. Of these, 320 women have been helped. From November 11 to December 8 at the Mission Street clearing house, 110 applications for help had been registered, and 58 placements of women in paid jobs—women who had

Make

**"A-PE-CO
Photo Exact"**

**COPIES OF EVERY INQUIRY
AND TESTIMONIAL**



Photo-exact copies of inquiries and letters give the men in the field first-hand, complete, correct information and enable you to keep originals in your own office. A-PE-CO photo-copies are permanent, easy-to-read and withstand handling. Thousands use this modern, accurate, speedy method. Experience proves that A-PE-CO pays for itself quickly. Write for a demonstration of this modern, versatile method in your office.

Legally Accepted Photo-Copies of

- Letters
- Pictures
- Documents
- Drawings
- Records
- Receipts
- Blueprints
- Shop orders

A-PE-CO copies direct from anything written, printed, drawn or photographed. Permanent, easy-to-read, same-size copies up to 18 x 22 in. made easily and quickly. Mistakes are impossible. Any girl or boy quickly becomes expert. Saves steno-copying, proofreading, tracing. No camera or film. Nothing to get out of order. Use on any desk or table.

See how thousands are using this modern, versatile method in every department. Immediate delivery. Write for A-PE-CO folder, today!

American Photocopy Equipment Co.
2849 N. Clark St., Dept. GC-14, Chicago 14, Ill.

Representatives in principal cities and Canada



POST-BELLUM PITTSBURGH

and the Tri-State Industrial Area

When the time comes . . . and who doesn't pray it will be soon . . . for the transition from war to peace production . . . coal, iron, steel, aluminum, glass, etc., will insure basic and fundamental prosperity for the KDKA area.

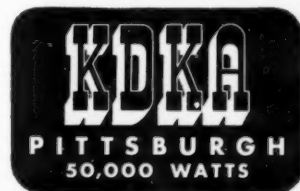
The production of both raw and finished materials to be used at home . . . as well as sent to earth's four corners . . . will keep Pittsburgh and the surrounding area in the lead marketwise.

Insure continuance of acceptance for your product. Schedule 50,000-watt KDKA. NBC Spot Sales will handle the details.

Upon request, we will cheerfully furnish a new Coverage and Market Map for KDKA—one of America's Great Radio Stations.



WESTINGHOUSE RADIO STATIONS Inc



WOWO • WGL • WBZ • WBZA • KYW • KDKA • REPRESENTED NATIONALLY BY NBC SPOT SALES

JANUARY 15, 1944

[77]

not worked before. Here 82 Neighbors' Aids are registered, 37 of whom are steadily at work in homes. So far in this district more Neighbors' Aids than working women are registered.

From the Polk Street clearing house, 179 Neighbors' Aids have taken 255 home jobs. Some Neighbors' Aids take care of more than one home. An Aid might go to one home, get the children off to school for a mother who has to be at work in a shipyard by 8:00 A.M., and after tidying up and washing the dishes, go on to another home where an office worker has an elderly mother

or an invalid father who needs care. Or she will go to a home where there is laundry or shopping to be done, or to a swing-shifter's home where dinner must be prepared.

An analysis shows that types of work which Neighbors' Aids take over break down this way:

Cleaning (including dishwashing, dusting, laundry)52%

Housework and care of invalids or aged persons20%

Housework plus child care (getting children off to school, washing breakfast dishes, making beds)17%

Foster homes (full-time child care)11%

One of the tasks before the Work Exchange is that of finding foster homes for the young children of working mothers. The legal and health requirements governing foster home care of children in San Francisco are very strict. The Work Exchange volunteers to investigate potential foster homes where working mothers may leave children for eight hours or longer. Seven foster homes are now established and in use, six more available, and 22 are to be licensed before long.

San Francisco Junior Chamber of Commerce Manager Deas reports that there is a steady line of women (and some men), who desire workers or work, coming into the Exchange centers; that "stenographers, clerks, PBX operators, cashiers, industrial workers, have been made available through this non-profit organization."

Reduces Absenteeism

The business sponsors who put up the money for the small overhead the Work Exchange needs are hopeful that business as a whole will benefit by a decrease in absenteeism among women and by getting a greater number of younger women to accept employment. The only direct advantage enjoyed by these sponsors is the right to call the Exchange clearing houses and ask that women who want jobs be referred to them.

A member of the Neighbors' Work Committee of the Junior Chamber of Commerce reports that retail stores have benefited greatly from the Exchange, especially during the holiday season. So far, however, the stores have not given financial support to the Exchange. Their aid is to be sought, as well as that of other businesses, because the present sponsors see the need for at least one trained, full-time paid supervisor to guide the work of the various Work Exchange centers. There is needed also for more money to spend on advertising. So far, the only advertising has been half-page space in neighborhood newspapers.

The success of the Work Exchange has shown that there are large reservoirs of middle-aged or older women eager to give part of their day so that other women who are able to handle paid jobs may take them. It has proved that in hundreds of cases these two groups of women may be brought together with benefit to each group, as well as to business, "without having the Government contribute one penny."

Not only employers, but economists and sociologists are watching the experiment with interest.

**we just
can't help it

if others
pick up what
we have to omit
in order to protect
our readers.**

**statistics don't
mean anything
these days.**

San Francisco Examiner



A Bulb...and the Fort Wayne Market

A bulb? The Fort Wayne market? Together, they sound incongruous... but they're really not!

The American people know that a bulb is essential...or back we might go to candlesticks.

And American businessmen know that advertising in the *right markets* is *essential*...particularly today...or back they might go to the Gaslight Era.

Fort Wayne is one of these *right markets*...and WOWO is the *essential* station...in that market. There, employment is at an all-time high, with \$200,000,000 worth of war goods produced annually. A balanced market, it is evenly divided between rural and urban homes. And WOWO covers

not Fort Wayne alone—but 64 counties surrounding the thriving Midwest community—an area of over two million typical Americans.

WOWO...FORT WAYNE
One of Eleven Essential Stations
in Eleven Essential Markets
Represented by NBC Spot Sales

Today, in business, as in living, *essential* things come first. Here's why these eleven stations are essential to you—essential to your coverage of the *most prosperous* markets in the U. S.:

1. They broadcast to 55% of the radio homes in the country.
2. They are in markets whose buying power is 34.2% higher than the nation's average.

Essential? Yes, indeed. These eleven stations are as essential to American business for its sales—both now and in the post-war period—as a bulb is to the vision of America.

WOWO-WGL—FORT WAYNE

WEAF—New York
KYW—Philadelphia
WRC—Washington
KOA—Denver
WMAQ—Chicago

KPO—San Francisco
WGY—Schenectady
WBZ-A—Boston-Springfield
WTAM—Cleveland
KDKA—Pittsburgh



NBC SPOT SALES

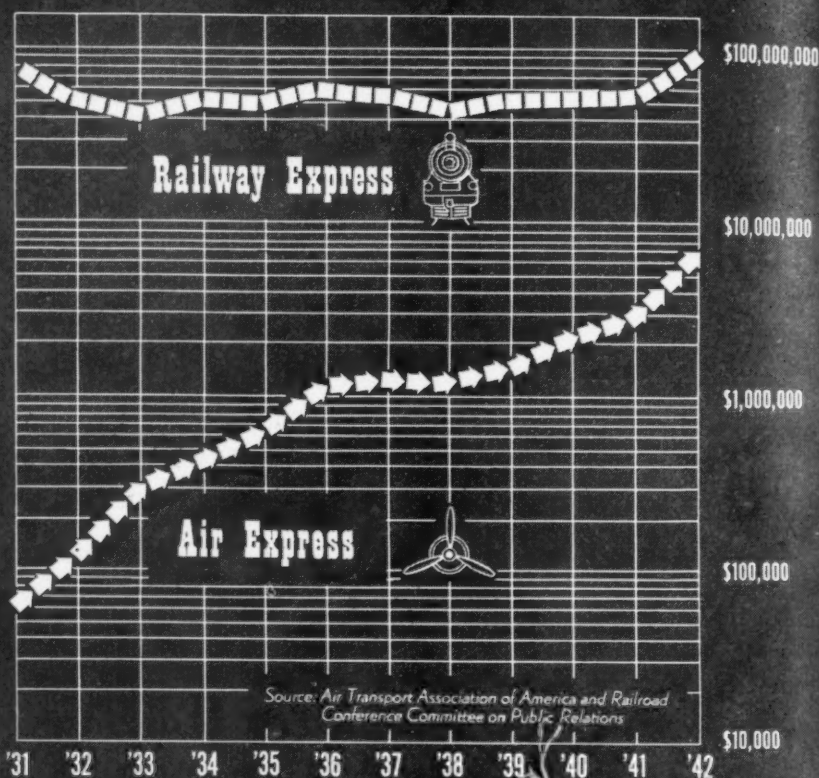
DO YOUR POST-WAR PLANS LOOK TO THE SKY?

If you want further proof that your post-war preparations had better include plans for shipping by air, here it is:

In the past 11 years, air freight revenues have soared over 11,252%! Last year, as more and more manufacturers used this speedier service, air express poundage doubled and revenue nearly trebled. Railway express had a good year, too, as compared with any in the last decade, but revenues were only 65% of the 1929 top.

Here, for every year since 1931, are the express revenues from air and rails:

PICTOGRAPH BY
Sales Management



Are You Ready for Air Freight?

Air freight revenues have climbed 11,252% in eleven years. You probably want to know the how, why and wherefore of shipping by air—including the all-important problem of proper packaging for sky transportation. Here's a quick digest of the essential information you'll want to have at your fingertips.

Based on an interview by R. C. Fyne with

J. D. MALCOLMSON

*Technical Director
Robert Gair Co., Inc.
New York City*

Who Ships by Air?

During war times, of course, expense is secondary and all manner of heavy merchandise is shipped by air in order to keep critical manufacturing operation from risking a shut-down. In normal times, however, speed and valuation are the chief factors in determining when to ship by air. There are many times when it is necessary to rush a shipment, perhaps to meet some specific market, such as a

special holiday sale with the goods in the highest saleable condition. Other examples might be out-of-season fruits and vegetables, cut flowers, fashion styles, broadcast transcriptions, motion picture films, newspapers and magazines, and other items where the time limit is important. Valuable merchandise such as jewelry and furs often justifies air freight, and of course with every small reduction in the rates, the volume will show great increases.

What Can Be Shipped by Air?

In general, air express will take almost anything that is acceptable by rail. Forbidden articles include explosives, inflammables and acids (unless special permission has been procured) radium, radioactive or magnetic materials (unless specially packaged and located in the plane) motion picture films (unless specially packed), and most live animals. It is interesting to note, however, that certain "inoffensive, non-odorous" animals will be acceptable "when securely packed." In case you might be interested, this list includes horned toads, newts, salamanders and chameleons.

Shippers also should bear in mind the effects of low temperature and reduced pressure in case the plane might have to climb to high altitudes. Cut flowers, fresh vegetables and certain liquids might then be in danger of freezing, unless properly protected. Corrugated board, especially in multi-thickness, is an excellent insulation against sudden temperature changes. Low pressures may start leaks in some containers. Therefore, such packages

To reach Department Stores do it the DSEasy Way

THERE are more ways than one to reach department stores, just as there were more ways than one to determine the cubical contents of a light bulb, or to do any other job. But there is always one way that's the best way. And usually, it's the easiest way.

If you have something to sell to department stores now, tell them in the easiest and best way — through the *Department Store Economist*.

If your entire output goes to war, but you want to sell them after the war, consider this. You can wait until the war is over, and then try to blast your way back into the department store market. But that will be the hard way . . . the expensive way.

The easy way . . . the inexpensive way . . . is to maintain your contact with the department store field through a consistent schedule of advertising in *Department Store Economist*.

In that way, you will continue to reach the Executives and Key Buyers in the 6900 top stores in the country. They'll

remember you, they'll understand your wartime position, if you tell it to them, now.

And when again you do have something to sell them, you can approach friends, not strangers — people who know you, not names on a prospect list.

Whether your problem is something to sell, or nothing to sell now, solve it the best way — the DSEasy way.



Postwar services? What do store customers expect? Answers from 3000 customers of record in the several income and social brackets made headline news for all members of the department store management team in December *Department Store Economist*. This as well as other features such as "What do brands mean to Postwar employment?", another December high light, make DSE editorial and reporting service must reading for alert store executives. Advertisers profit accordingly.

STORE ECONOMIST

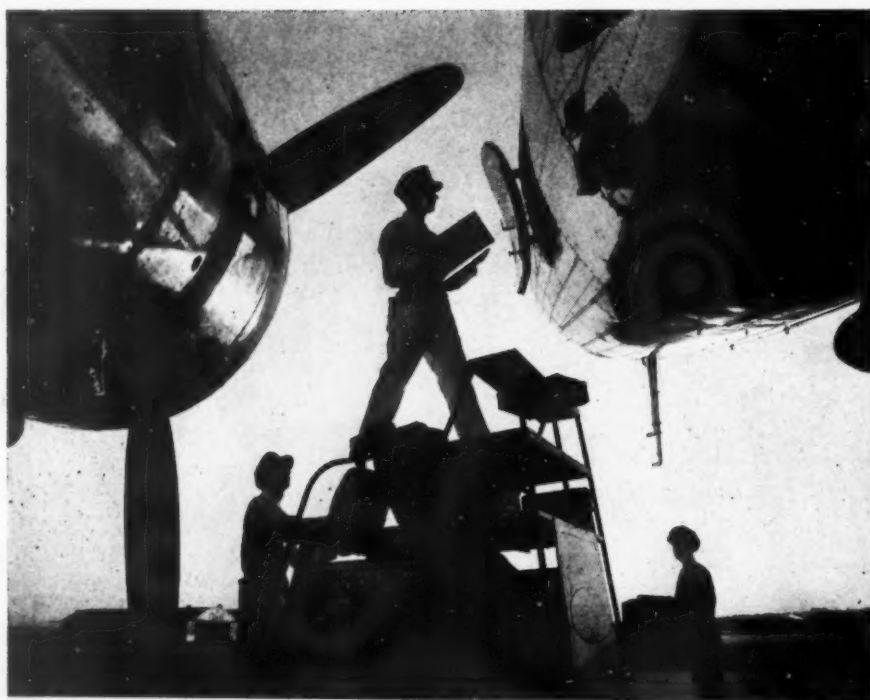
A Chilton ① Publication

CCA

100 EAST 42d STREET, NEW YORK 17, N. Y. • 56th and Chestnut Streets, PHILADELPHIA 39, PA.;
29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High
Street, BOSTON 10, MASS.; WEST COAST: Simpson Reilly, Ltd., Garfield Building, LOS ANGELES
14, CAL.; Simpson Reilly, Ltd., Russ Building, SAN FRANCISCO 4, CAL.

ENTARY 15, 1944

[83]



T.W.A. Airline Photo

Today these planes are carrying essential war materials to far-off places; tomorrow they, and new improved cargo planes, will be ready to wing away *your* product.

as friction-top cans containing chemicals or liquids, are especially vulnerable to high altitudes, and before shipping them the subject should be taken up with the local express or airplane agent.

Volume of Air Freight

The cost of shipping by air is admittedly high but, in spite of that, the tonnage of freight handled has risen rapidly. The American commercial airlines in 1927 carried only 32 tons of air express, but in 1941, the last normal year of civilian operation, they carried over 11,000 tons, and in 1942, 20,000 tons of air express were handled, much of which, of course, consisted of military supplies.

What the Naval Air Transport Service and the Army Air Transport Command have handled since the war started, is in addition to the above figures. But since such information is a military secret, we can venture only a guess from the recent Office of War Information statement that over one-fourth of all the twin-engine and four-engine aircraft manufactured in 1943 would be transports, and that these planes could together carry a load of 20,000 tons of cargo on a single flight.

The OWI also states that in the Western Hemisphere alone, the Air Transport Command during the middle of 1943 was flying 500 tons of cargo a week with the Naval Air Transport Service, paralleling this operation, but on a smaller scale. OWI then goes on to prophesy that by 1946

the total of air mail and express will be eight times greater than that carried during the year ending April, 1942. By that time "there will be regular air freight lines with feeder air lines to smaller cities and pickup service in the villages. By 1945 it is expected that transport planes in the 100,000-lb. to 120,000-lb. class will be flying in quantity. On trips the length of New York to Chicago, such airplanes will carry 15 tons at 250 miles per hour. This is a capacity of 3,750-ton miles—about ten times as much as the present DC-3." Gliders, helicopters and dirigibles also may be a factor by that time.

Cost of Air Freight

Of course, the real factor which always will keep the preponderance of freight on the rails is the unavoidable high cost of air freight. It should not be necessary to analyze here the reasons for these high rates, since they are self-evident. They will, of course, come down in the future, but their levels always must remain high as compared with rail traffic. Thus at present, it actually costs more to ship 100 lbs. of express by air than 100 lbs. of passenger. In general, air freight runs about 70c per ton-mile, but an advertisement in *The Saturday Evening Post* for September 18, 1943, placed by a plane manufacturer carried the headline: "Prediction: Post-war freight will fly at less than 15c a ton-mile." By contrast, rail freight is traveling at slightly less than 1c per ton-mile. This relatively high rate for

air cargoes emphasizes once more the need for light-weight containers.

Airplane Cargo Space

Under present conditions, shippers should pay careful attention to this point, since today's planes are definitely limited as to cargo space and doorways. In some combination express and passenger planes, the cargo is stowed in relatively small and odd-shaped compartments at each end. The total cargo carried in such planes rarely exceeds 1,400 lbs., this weight, of course, depending on the amount of gasoline being carried. In other planes freight is strapped into the seats as well as into the regular cargo spaces and passengers are not carried.

The latest freight planes put into service during the Fall of 1943 have had all the seats and non-essential interior trim removed. The addition of a reinforced floor and fixed webbing for holding the cargo in place, permit the loading of such planes up to 6,000 lbs. of freight and do away with the necessity of roping cargo in place. All of these planes, however, still have the relatively small-size doors originally designed for passengers. Undoubtedly, cargo planes of the future will have large hinged openings in the ends so that cargo can be carried or trucked right into the fuselage. In the meantime, shippers must keep these small doorways in mind.

Another problem of the converted passenger plane is that the forward hatchways are usually elevated at a considerable distance above the ground, necessitating the lifting by hand of the cargo from one platform to another. Highway trucks and platform trucks equipped with their own elevating mechanism are occasionally used, but such methods still make the loading of heavy items very awkward and difficult, especially when nails and splinters are encountered.

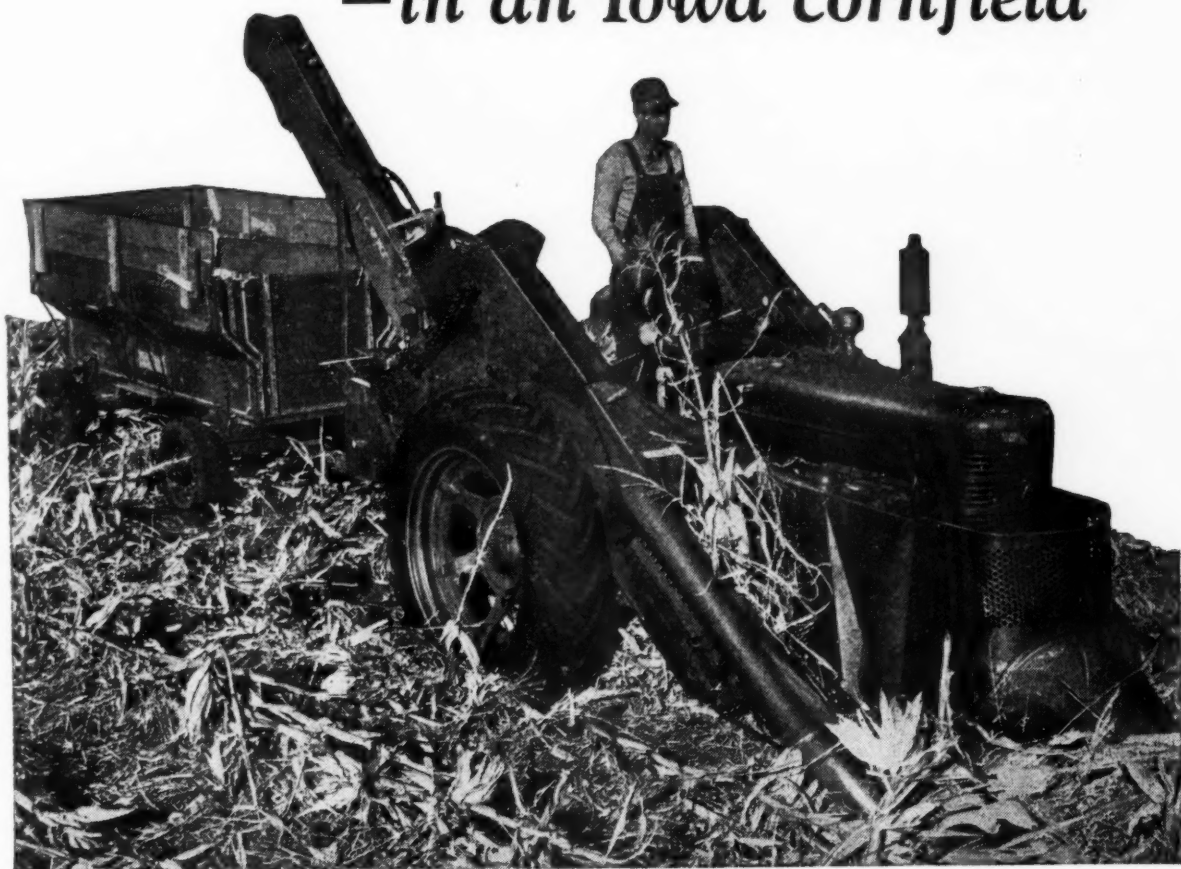
Package Dimensions

The Air Express Division of the Railway Express Agency admits that it cannot set up a rigid schedule of maximum package dimensions due to the different makes of planes in service. But as a rough rule, they recommend the following maximum dimensions: length 49½", width 44", depth 18½". Packages of unusual shape and size should be checked with the local express agent. For instance, exceptionally long, slim packages can often be "threaded" through the side door of some of the new all-cargo planes.

Density is another factor which should be considered. Most air liners can handle 40 lbs. per square foot of floor space, while some go up to 100

Mining Gold

—in an Iowa cornfield



HAVE you heard about Iowa's bumper 1943 corn crop? Have you been told how the fat, yellow ears thumped into wagons and cribs to the tune of hundreds of millions of dollars . . . the biggest cash value in history?

Yes, a corn-picker is a gold-mining machine when you turn it loose in a frost-crisped Iowa cornfield. Sold "as is"—or on the hoof in the form of fat porkers and meaty cattle—that corn is a reason why Iowa is our greatest agricultural state. But it is only *one* reason—for corn is only one of Iowa's many rich crops!

Out from the farms of Iowa flows the money

to the towns and cities . . . to the urban communities where Iowa spends its wealth freely and steadily . . . where merchants and manufacturers keep smiling as they build volume and profits year in and year out.

It's a concentrated market . . . this R & T urban Iowa. A market that's completely covered by a great newspaper which reaches every urban nook and corner of this buying-minded state. For R & T Iowa is all Iowa.



If R & T Iowa isn't on it
You'll Miss One of America's Top 20 Markets

R. & T. IOWA

**A STATE-WIDE URBAN MARKET . . .
COVERED BY A STATE-READ PAPER**

**THE
DES MOINES REGISTER and TRIBUNE**

\$15⁰⁰ TO \$180⁰⁰
A YEAR
FOR LATEST



**NEWS AND VIEWS
ON WARTIME
TRANSPORTATION**



TRAFFIC WORLD

\$15⁰⁰
A YEAR

Complete weekly coverage of all transportation news as—ODT Orders, I.C.C. Reports, Maritime Commission and Civil Aeronautics News, Court Decisions, Complaints, etc.

TRAFFIC BULLETIN

\$25⁰⁰
A YEAR

Weekly coverage of News Carrier Tariffs, Special Permissions, Embargo Notices, Investigation and Suspension Orders, Dockets, Hearings, etc.

**DAILY TRAFFIC WORLD
and TRAFFIC BULLETIN**

\$180⁰⁰
A YEAR

Daily report of all wartime governmental bodies, Maritime War Emergency Board, ODT, OPM, WPB, OPA OPC, etc.

Write today for more detailed information, sample copies, and FREE 50-page manual entitled, "A Guide to Effective Freight Transportation Promotion."

TRAFFIC WORLD
(WEEKLY)

CHICAGO 7, ILLINOIS
418 SO. MARKET ST.
NEW YORK 17, N. Y.
250 PARK AVENUE

lbs. However, this latter figure would involve only commodities of extra high density. For instance, a relatively small box with a base of 37 x 16, occupies a floor space of 432 square inches or three square feet. This box could carry 300 lbs. without exceeding the 100-lb limit. Sometimes even heavier shipments are taken by attaching boards to the bottom of the package to increase the area in contact with the floor.

Containers for Air Express

These present methods of loading and stowing air cargo make it essential that shippers check very carefully with the air express agency or the air line to make sure that their packages will be a size which can be put through the doorways and into the compartments. The fact that so much handling is necessary, mitigates against the use of wooden boxes with their nails and splinters, and even makes the use of metal straps undesirable. In fact, many air lines prohibit the use of metal straps, both for the above reason and because of the fact that these straps may injure adjacent cargo or even may improve the interior of the plane.

Photographs, which have appeared recently to illustrate the loading of cargo planes, have indicated that both shippers and air lines instinctively realize that corrugated or solid fibre containers are much easier to handle. However, the real reason why the corrugated box is ideal for air freight is its light weight, combined with its relatively low cost, its rigidity, insulation value and resistance to impact—all properties which meet the requirements of the ideal container for this purpose. These properties are even recognized by the Army which is naturally more interested in performance than in cost. On Page 199 of the Army-Navy General Specification for Packaging for Overseas Shipments (U. S. Army Spec. 100-14a, U. S. Navy Spec. 39P16a), the following remarks appear under the subject AIR TRANSPORTATION.

The following factors must be considered in determining specification for shipping containers for air shipment:

Lightness
 Strength
 Dimension Limits
 Weather Resistance

In selecting the type of container, the fibreboard box, weather-resistant, reinforced, if necessary, should be used whenever the weight and nature of contents permit. Air shipments are generally hand-loaded; for this reason the size of the package should be kept as small as possible and as light as possible to permit handling by one or more persons.

Container Regulations for Air Cargo

The specific rule for packaging air freight will be found in Item 6, Sec. 1 of the Air Express Division Tariff No. 7 of the Railway Express Agency, and it reads simply: "All property shall be so prepared or packed as to insure safe transportation with ordinary care and handling." Also Par. 4c of Sec. 1 states that the Express Company "shall not be liable for loss, damage or delay caused by improper or insufficient packing or securing." This would seem to indicate that there are no definite container specifications.

In discussing this point with officials of the Railway Express Agency, they agreed that if a package could be delivered to the plane by hand, the specifications need only comply with the above quotation. They also point out, however, that most express packages are handled by rail express either before or after the plane flight, and in that case the movement over the rails must conform with Rules 18 and 19 of the Official Express Classification. Rule 19 describes wooden boxes and crates, while Rule 18 describes in detail the construction, sealing and other requirements for corrugated and solid fibre containers.

We also were advised by the Express Agency that in their opinion this rule, or something similar, will continue to apply to the expected increase in post-war air freight, even though this freight may not all come under the definition of express. The Railway Express Agency is now handling all the express shipments over every American air line, and it is reasonable to suppose that this Agency will be expected to continue its good work after the war.

It is highly desirable that all the air lines operate under a uniform set of specifications when describing acceptable fibreboard containers. Such a uniform specification has worked out very well for rail freight. There the first rule describing these containers appeared on July 1, 1906, and has been kept, with amendments, in the freight classification, ever since. Today about 1,000 domestic railroads and steamship lines operate under this rule. As a result, today all shippers by freight and express know exactly how their merchandise is to be boxed, and this not only leads to a minimum of loss and damage, but also removes the temptation of trying to get an advantage over a competitor by shipping merchandise in inferior containers.

Unfortunately, the motor truck industry never has been able to agree upon a similar uniform set of specifications, with the result that today each truck line decides for itself what

THE **BIG BUY** OF 1803

\$11,250,000

THE **BIG BUY** OF 1944

\$7200*

★ A DAYTIME QUARTER-HOUR ON THREE STATIONS

*The
Cowles
Group*

Even the most ardent Hamiltonian applauds the judgment of Jefferson in concluding the Louisiana Purchase.

Much of the rich midwest thus brought under U. S. control, is today being brought under closer market-control by advertisers who use the Cowles Stations. Blessed by Nature with the world's most productive land, the area served by Cowles Stations includes:

- 16 wholesale centers, over 25,000.
- 80 retail centers, 5,000 to 25,000.
- 601,543 farms, each a war-industry in itself.
- 1,387,690 radio homes (daytime primary) with population-total of 6,000,748.

To this entire region, Cowles Stations beam your advertising at group rates as low as \$72.00 for a daytime quarter-hour on three stations . . . truly the **BIG BUY** of 1944.

THE
COWLES
STATIONS

AFFILIATED WITH THE
DES MOINES REGISTER
AND TRIBUNE

WMT

CEDAR RAPIDS
WATERLOO

KRNT

DES MOINES

KSO

DES MOINES

WNAX

SIOUX CITY
YANKTON

REPRESENTED BY THE KATZ AGENCY

GEARED FOR RESULTS

WHO SAID RADIO CAN DO IT?

If you want to sell the Negro market you have to reach it effectively and economically through their first line media The Negro Press! Yes, perhaps you are overlooking the 7 billion dollars spent yearly by American Negroes. You'll be surprised at how easy it is to cover these spending millions at a very low cost. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York 17, New York and we'll send you some startling, profit-revealing facts about this growing field.

type of containers it will accept, and the results in many instances have not been very gratifying. Therefore, it would seem that the present is an excellent time for all the air lines to assure the continuation of a uniform packaging specification in order to avoid a similar situation when the high pressure competition of post-war commences.

Cost of Fibre Containers

Shippers and carriers, of course, are interested in more than just light weight. Shippers particularly, are

equally interested in cost. The widespread use of corrugated containers is the best evidence of their economy. Almost every corrugated box in use today was adopted after some such comparison, plus, of course, physical tests either in a laboratory or on actual test shipments. Hundreds of instances could be cited, but perhaps one will do:

Several years ago, shredded cocoanut was being shipped in a twenty-five pound tin, encased in a wooden box. After a great many laboratory tests, including the famous revolving drum tester, followed up by rail shipments, a 275-test corrugated box was adopted and has been used almost continuously ever since. Savings in cost for containers averaged \$25,000 per year. Saving in gross weight was 7½ pounds or 20% in cargo space, 220 cubic inches, or 8%, while today's corrugated boxes are even lighter.

How to Ship by Air

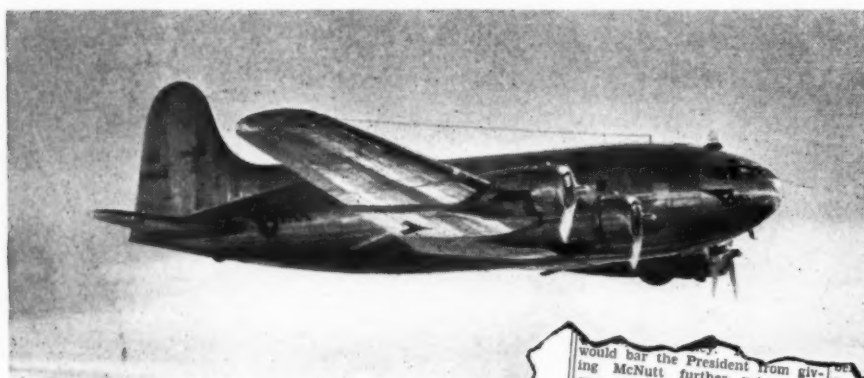
Air express is now available to the shipper in every city and town in the U. S.—either all-air or combined Railway Express and Air Express. About 253 cities provide a fast overnight service. Special pickups are made when necessary; otherwise, shipments intended for air transportation may be dispatched through the regular offices of the Railway Express Agency throughout the country. Connecting rail service is provided for off airline points.

Air Freight vs. Rail Freight

The statistics quoted above need raise no fear of the railroads losing any appreciable freight business to the airplane. Thus the 1942 movement of 20,000 tons of air express if multiplied by 100 would still be only one-tenth of 1% of the freight ton-miles now carried annually by American railroads. In this connection it is also interesting to note that for the five years, 1935-1940, the average income of U. S. air lines was made up 95% from passenger and mail and only 3% from express and freight. Instead the air cargoes of the future probably will be items such as perishables where speed is worth the extra cost.

Dehydrated foods will play an important part in the development of air freight. You can imagine for yourself the tremendous amount of dehydrated foods which can be shipped in one plane.

In other words, there's plenty of room for both air freight and rail freight. Goods shipped by air are goods which otherwise might not have been shipped at all.



*Coming In On The Wings
of Peace and Progress*

AIR-MINDED ROCKFORD

takes its place among
America's large cities
with plans for a new and
great modern airport.

★ In war or peace, Rockford-made machine tools fashion parts for almost every airplane built in America.



Best Test City in the Mid-West

ROCKFORD

2nd largest city in ILLINOIS
(OUTSIDE OF CHICAGO)

111,885 CITY POPULATION (CENSUS BUREAU 1942)

ROCKFORD MORNING STAR...ROCKFORD REGISTER-REPUBLIC

Ruth Hanna Simms, Publisher



The Buying Power of a Purple Lilac *



Your future market . . . New Hampshire, the rich core of prosperous New England! Your sales message in the Manchester Union Leader will be read, trusted, *heeded* by nearly half a million people with *money to spend*!

*The Purple Lilac is the New Hampshire State Flower

When you think of New England, think of the . . .

Manchester Union Leader

NATIONALLY REPRESENTED BY GEORGE A. McDEVITT COMPANY

NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • CLEVELAND

JANUARY 15, 1944

[89]

AKRON

RETAIL SALES AND SERVICES FORECAST FOR FEBRUARY, 1944

For the fourteenth consecutive month, Akron's per-cent gain leads all Ohio cities in Sales Management's Retail Sales and Services Forecast. The following February figures should help you plan your sales promotions.

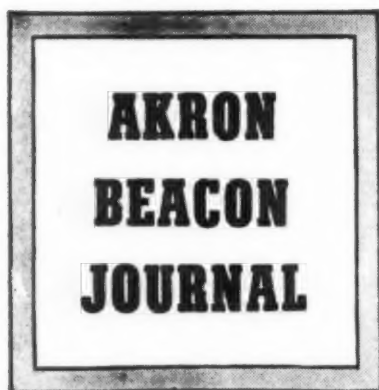
DOLLARS
\$18,810,000.00

CITY INDEX
130.5%

CITY-NAT'L INDEX
120.6%

"City Index" shows how February will compare with February 1943. "City Nat'l. Index" relates Akron's change to the National change.

In the rich Akron Market, buyers depend on their only daily and Sunday newspaper to form their buying habits.



REPRESENTED BY:

STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago
Cleveland, Los Angeles, Atlanta

Bibliography on Aptitude Testing

(This is the bibliography referred to in the article on "Nineteen Questions About Aptitude Testing," on page 22 of this issue.—THE EDITORS)

Books and Booklets:

- Aptitudes and Aptitude Testing**, Bingham, Walter Van Dyke, Harper & Bros., N. Y., 1937.
Industrial Psychology, Viteles, Morris, Norton, 1932.
Psychology for Business and Industry, Moore, Herbert, McGraw-Hill Book Co., Inc., 1939.
Occupational Counselling Techniques, Stead, W. H., and Shartle, C. L., American Book Co., 1940.
Wartime Supervision of Workers, Schultz, Richard S., Harper & Bros., N. Y., 1943.

Sales:

- Research on Selection of Salesmen**, Schultz, Richard and Kornleana, Arthur W., *Journal of Applied Psychology*, February, 1941.
Relations of Scores in Strong's Interest Analysis Blanks to Success in Selling Casualty Insurance, Bills, Marion A., *Journal of Applied Psychology*, Feb., 1938.
Selection of Casualty and Life Insurance Agents, Bills, Marion A., *Journal of Applied Psychology*, February, 1941.
Social Dominance of Clerical Workers and Sales Persons, Dodge, Arthur F., *Journal of Educational Psychology*, January, 1937.
What Are the Personality Traits of the Successful Salesperson? Dodge, Arthur F., *Journal of Applied Psychology*, June, 1938.
Personality and Success in Selling, Hampton, Peter, *Personnel Journal*, September, 1940.
Good Salesmen Found by Test, Bengt, C. J., *Commerce Magazine*, Chicago Association of Commerce, April, 1941.
Selection and Training of Salesman, Kenagy, H. G. and Yoakum, C. S., McGraw-Hill Book Co., Inc., 1925.
Some ABC's About Tests for Salesmen, Klein, Jack, *Sales Management*, September 1, 1940.
Recent Research in the Selection of Life Insurance Salesmen, Kurtz, Albert K., *Journal of Applied Psychology*, February, 1941.
How Well Does the Aptitude Index Work? Life Insurance Sales Research Bureau, Hartford, 1941.
Selecting Sales Personnel: the Significance of Various Types of Test Material, *Personnel Journal*, Feb., 1934.
A Scientific Procedure for the Selection of Salesmen, McMurray Robert N., *Personnel*, May, 1939.
A Report of Research on the Selection of Salesmen at the Tremco Manufacturing Co., Ohmann, O. A., *Journal of Applied Psychology*, February, 1941.
Procedures for the Selection of Salesmen for a Detergent Company, Otis, J. L., *Journal of Applied Psychology*, February, 1941.
Ability to Sell, Ream, Merrill J., *Personnel Research Series*, Williams and Wilkins Co., Baltimore, 1924.
Test Selected Salesmen Are Successful, Schultz, Richard S., *Personnel Journal*, October, 1935.

THOSE DAYS ARE GONE FOREVER



GONE, TOO, are the old days of decentralized buying . . . when industrial salesmen had to visit many different executives in many different departments to work an order through.

Today, most industrial plants centralize buying authority in the Purchasing Department: the P. A. not only decides what products go on the approved list; he also decides what approved products actually get ordered.

As a result, industrial salesmen now concentrate their selling effort on the Purchasing Agent. They know that final decisions are made by him.

Today also, progressive advertisers make certain that their advertising is read by Purchasing Agents. How? By using . . .

PURCHASING, 205 East 42nd Street, New York, 17; 333 North Michigan Avenue, Chicago, 1; Leader Building, Cleveland, 14. Duncan A. Scott, West Coast Representative, San Francisco, 4, Los Angeles, 15.



SALES MANAGEMENT

FIRST

1st Regular Broadcaster To Utilize
THE ARMSTRONG FM SYSTEM

WDRC Plans Static-Free Broadcasting

**'Frequency Modulated'
Transmitter to Be Tried
at Meriden Called Vast
Improvement**

The start of a series of experimental broadcasts that will be free of static and interrupting noises of any kind will be undertaken early this spring by Station WDRC, Franklin M. Doolittle, president and treasurer, announced Tuesday. The broadcasts will be on an experimental basis and will be from the station's experimental station, W1XPW located on Meriden Mountain, Meriden. The system is described by Mr. Doolittle as a "vast improvement" over present radio reception.

The experimental station will use a revolutionary type of transmission, known as the "frequency modulated" type invented by Major Edwin H. Armstrong, professor of electrical engineering at Columbia University. Mr. Doolittle's announcement came on the heels of the announcement Monday by Major Armstrong of this newest invention of his that will revolutionize the entire radio industry.

FROM THE HARTFORD COURANT
January 19, 1939

WDRC-FM, ATOP MERIDEN MOUNTAIN, SCANS NEW HORIZONS

When Major Edwin H. Armstrong's Frequency Modulation created a "revolution in radio," WDRC, Inc. built experimental station W1XPW and became the first regular broadcaster to utilize the FM system.

W1XPW's initial historic broadcast was on May 13, 1939. It marked the beginning of the widespread acceptance of FM.

In the change-over from an experimental to a commercial station, W1XPW became W65H.

Now, W65H takes its bow as WDRC-FM. It has been given permission by the FCC to use the call letters of its parent station WDRC, Connecticut's Pioneer AM Broadcaster.

A regular schedule of fine programs now goes on the air under the new call letters of WDRC-FM, from the station that first sent out FM programs, after the inventor's own station at Alpine, New Jersey.

WDRC Inc. will continue to lead, in pioneering the best in radio. WDRC Incorporated, operating WDRC and WDRC-FM.

WDRC-FM

HARTFORD 4, CONNECTICUT

JANUARY 15, 1944

[21]



the secret of getting FASTEST DELIVERY

DON'T wait for "routine" afternoon pickups, when shipping AIR EXPRESS. Get your shipments on the way as soon as they are ready—as early in the day as possible.

That's the secret of getting fastest delivery. Because you avoid possible delay, due to end-of-day congestion when Airline traffic is at its peak.

And to cut costs—AIR EXPRESS shipments should be packed compactly but securely, to obtain the best ratio of size to weight.



**A Money-Saving,
High-Speed Tool For
Every Business**

As a result of increased efficiency developed to meet wartime demands, rates have recently been reduced. Shippers nationwide are now saving an average of more than 10% on Air Express charges. And Air Express schedules are based on "hours", not days and weeks—with 3-mile-a-minute service direct to hundreds of U.S. cities and scores of foreign countries.

WRITE TODAY for "Vision Unlimited"—an informative booklet that will stimulate the thinking of every executive. Dept. PR-1, Railway Express Agency, 230 Park Avenue, New York 17, N. Y.

AIR EXPRESS
AIR EXPRESS
Gets there FIRST

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

Standardized Tests and Statistical Procedures in Selection of Life Insurance Sales Personnel, Schultz, Richard S., *Journal of Applied Psychology*, October, 1936.

The Development of a Selection System for Salesmen, Steward, Verne, *Personnel*, February, 1940.

The Use and Value of Special Tests in the Selection of Life Underwriters, Los Angeles, Calif. (1116 East 8th Street), 1934.

Interests and Sales Ability, Strong, Edward K., Jr., *Personnel Journal*, December, 1934.

Interests of Men and Women, Strong, E. K., Jr., Stamford Press, 1943.

Reports:

Cost of Testing, *Personnel*, 43.

Development of a Selection System for Salesmen, Steward, Verne, *Personnel*, February, 1940.

The Evaluation of Employment Tests, Clarke, Walter V., *Personnel*, May, 1937.

Getting Results from a Program of Testing for Sales Ability. Viteles, Morris S., *Marketing*, 43.

Making Full Use of Present Personnel, O'Connor, Johnson, *Office Management*, 1937.

The Right Man for the Right Job, Prudden, G. H., *Production Series* 127, 1940.

A Scientific Procedure for the Selection of Salesmen, McMurray, Robert N., *Personnel*, May, 1939.

Tests and Personnel History Ratings in the Selection of Salesmen, *Marketing*, 1941.

The Use of Psychological Tests in Selection and Promotion, Hays, Edward N., *Personnel*, February, 1940.

Work Samples in Aptitude Testing, *Personnel*, February, 1941.

How to Prepare and Validate an Employee Test, Bengt, E. J., Technical Paper, Institute of Management, 1929.

Experience with Employment Tests, Moore, Herbert and others, N. I. C. B. Studies in Personnel Policy, No. 32, 1941.

The Use of Tests in Employment and Promotion, N. I. C. B. Studies in Personnel Policy, No. 114, 1939.



SALES MANAGEMENT



There's a woman waiting for you...

SHE is so familiar to you that you may be forgetting her. Don't!

She's Mrs. Tomorrow. She's Mrs. Big. She's Mrs. Every Woman Today. You'd better talk to her.

Who'll buy your products tomorrow? Women—you hope. Who has to want your products tomorrow? Women—you know.

Go after Mrs. Tomorrow! Interest her now to make her want *then*. She governs your post-war plans. "Post-war" to her simply means having things she can't have now.

But she'll judge them before she buys them. She is going to be just as practical about buying tomorrow as she always has been. You won't dazzle her dollars away.

So talk to her in the women's magazines, where she listens because friends are talking. Use *Woman's Home Companion* to interest her in what you want to sell

her today and tomorrow. Millions of women depend on the *Companion*. It's amazingly helpful. Do as much of your post-war planning as you can in its pages.

A Note For Friends: The *Companion* would be slighting its job if it did not remind American Industry now of the seriousness of neglecting this woman's market. We urge you to remember the woman in all post-war planning, in spite of the current paper shortage which may make it impossible for some advertisers to do exactly what we recommend. The idea, after all, matters most. We are hoping as earnestly as any manufacturer that the day is not far off when an improved paper situation will permit the *Companion* to serve all of you. Meanwhile, we believe, our enforced space rationing does not rob our message of its sense.

*If she's going to say "Yes" tomorrow,
she had better know you today*

WOMAN'S HOME
COMPANION

THE CROWELL-COLLIER PUBLISHING COMPANY, PUBLISHERS OF
WOMAN'S HOME COMPANION, COLLIER'S, THE AMERICAN MAGAZINE

MRS. TOMORROW'S BEST FRIEND TODAY

JANUARY 15, 1944

[95]

I Know This Able Sales Manager

**Ready to return to
business after 1 1/2
years in war work**

This man has done an outstanding job as general manager of a national war organization. I have seen him reorganize a large office, multiply its efficiency with half its original staff, raise funds under difficulties, prepare much of its publicity material, manage its financial affairs.

Now he is ready to return to private business. His demonstrated abilities—in five connections over a 17-year period—cover selling, sales management, sales promotion, sales accounting.

He is 39 and married; able; likeable; a clear and original thinker. I recommend him, and urge you to let him tell his story to you. I will arrange the introduction.

Philip Salisbury
General Manager,
Sales Management
386 Fourth Ave.
New York 16, N. Y.

Do You Want EXPORT BUSINESS Without CREDIT RISK!

THIS thoroughly experienced, well-established organization offers progressive manufacturers, interested in present and post-war export business, a specialized, smooth-running, highly efficient Export Department. Our substantial financial background enables us to transact export business with no credit risk for the manufacturers we represent; we maintain a staff of resident representatives abroad, who sell U. S.-made lines exclusively; we relieve the manufacturer of all the details of promotion, selling, shipping, financing, correspondence, etc. Full information on our unique service to established manufacturers. Write or 'phone.

BLOCK
INTERNATIONAL CORPORATION

101 West 31st St., New York 1, N. Y.

Tel: LA 4-5200

How Much "Deferred Demand" Will Turn Out to Be a Pipedream?

The consumer may prove to be more conservative than we think in the post-war period. Competition for his dollar will be hot, and chances are that within months of armistice, we shall be back in the state where we shall have to fight for orders.

BY FOWLER MANNING

*Fowler Manning & Co.
Management Consultants
New York City*

(This is the twenty-seventh of a series of articles which SALES MANAGEMENT has been presenting on post-war planning. Individual reprints of the first twenty-six are available as long as the supply lasts. Multiple copies, 3c each, remittance with order. Address Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y.—THE EDITORS.)

SALES managers and salesmen might just as well take a vacation for at least a year after peace is declared because there won't be anything for them to do. So vast is the amount of savings which will have accumulated during wartime, so enormous is the pent-up demand for products which haven't been on the market since Pearl Harbor, that the consuming public will mob the stores.

I didn't dream this up. It's the impression I get from reading the results of surveys in which representative families are asked to tell of the major articles which they are going to purchase within six months after the return of peace.

For example, the continuing study of the Chamber of Commerce of the United States shows that there will be an immediate and automatic demand for more than seven billion dollars' worth of new homes, nearly a billion dollars' worth of miscellaneous home furnishings, more than a billion dollars' worth of household appliances, and more than three billion dollars' worth of automobiles. I'd like to believe it but I don't.

The old saying, "The eyes of the owner fatten the calf" may be the larger part of the reasoning behind the idea so often expressed in present-day discussion of the post-war period.

I make the statement now that "many industries and most manufacturers will be out looking for business within the first year following the armistice." So let's consider the matter from that standpoint.

American manufacturers in 1940 produced 64 billion dollars' worth of

goods. They were then making peacetime goods, their customary products for which they were equipped, and using methods familiar to them through long experience. At that time the country was neither preparing for nor expecting to be engaged in any war, and how much they *could* have produced in 1940 we do not know. But certainly these manufacturers were operating far below around-the-clock capacity, and practically everyone was looking for orders to support a forty-hours-per-week production.

Starting in 1941 came the demand for military supplies—a demand which accelerated to such an extent that production that year jumped to 92 billion dollars, to 137 billion dollars in 1942, and it is probable that the 1943 final figure will not be far short of 200 billion dollars.

New Products, New Processes

During this period, new products, new materials and new processes of untold variety have come into being and into use. We had little knowledge and no experience with many of these in the past. Plastics, glass, light metals, electronics, pressure molding, etc., in all of their varieties and employments are examples of these things, all of which are now recognized as of permanent importance in production. But they had to be "learned about" then—they had to be applied and used in the war program, and this was done.

Now then, let's consider the famous "reconversion," that operation which is often described as staggering in proportion.

To my mind the problem of reconversion is no problem at all, and is simply a job to be done by the plant and production organizations—a job with which they are thoroughly familiar. This change-over to maximum production of peacetime goods will, in my estimation, be done with comparative ease and with a speed which

One may be enough— ... if you find out in time!

The plastics manufacturer, with a big line of molars and bicuspidis to move, needs every DDS in the directory. But for a man with a toothache, one (1) dentist, not too expensive, will do.

If you need to do business with a majority of the families in the Philadelphia market, then that "one is enough in Philadelphia" idea won't do—as far as newspapers are concerned. Because no one circulation includes a majority. Not even the newspaper "nearly everybody reads"—by some 700,000 families!

But if you're satisfied to do business with the best spending families in Philadelphia, your "one is enough" newspaper is *The Inquirer*, preferred by nearly everyone who advertises anything in Philadelphia. (Don't take our word for it; take Media Records—for the last nine years!)

AFTER ALL, spending good money to get advertising read, gets you nowhere except in the red. Only those readers who do spend make advertising profitable... and make *The Inquirer* the preferred medium in Philadelphia.

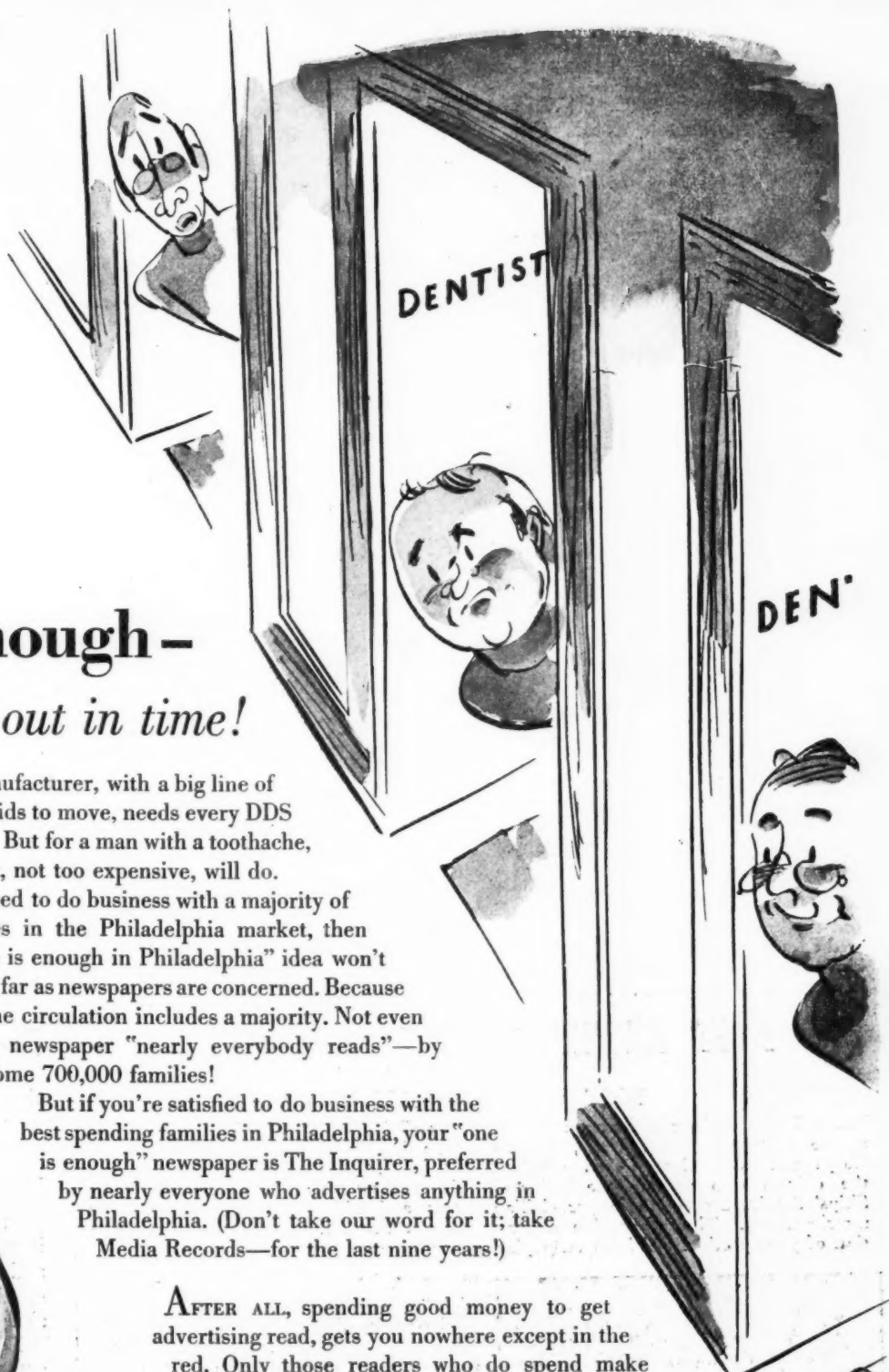
Rather than find out the hard way... find our nearest representative, and find out about *The Inquirer* first!

The Philadelphia Inquirer

National Advertising Representatives: Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit, St. Louis; Keene Fitzpatrick, San Francisco

JANUARY 15, 1944

[97]



will amaze the industrial world just as much as the speed and facility with which the American manufacturer got into his stride on war goods.

Recent testimony by C. E. Wilson, president of General Motors Corp., before a Congressional committee indicates that that great company could swing into production of private cars within four to six months, and a recent experience in the Hammond, Ind., plant of The Pullman Co. showed startling ability to reconvert. In just one week's time this plant was able to shift from the production of tanks to the making of gun carriages, and

this will give some indication as to how quickly they can convert to their normal products.

The answer to the speed of reconversion is to be found in the plants themselves as they stand today. The moment the need for maximum production of any type of war goods diminishes or ceases, then those facilities and that personnel become available for this purpose. Along with this easement will come releases of materials now restricted to war production, and thus we have personnel and materials for which we need to rearrange only plant facilities to ac-

commodate the reconversion program.

The conversion of a manufacturing plant to wartime uses may go so far as to call for the removal of machinery and equipment and for putting other machinery and equipment in that space. This operation can be rather involved, as floor plans must be worked out to accommodate the best use of the space, flow of materials, etc.; whereas "reconversion" to peacetime operation is far simpler because the worked-out details of the original floor plan are available, and fittings, power lines, etc., are either still available or can be re-located with a minimum of engineering. Furthermore, the machinery and processes are already familiar to the factory personnel, which gives confidence and expedites work of every kind.

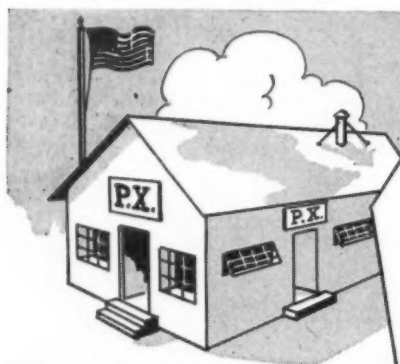
A very substantial part of our war production is being turned out now by plants which are making much the same products in much the same way they will be making them for post-war peacetime business, and they will merely have to change the model, the pattern, or the design.

No Problem at All!

Many plants, now producing war goods entirely, will not be required at all and will be closed, thus releasing personnel, materials and equipment which will be available for peacetime production. We must bear in mind that production for civilian use is now, in 1943, approximately 40% of our total in money value, and will be on the increase long before the war is over, through easing of restrictions.

The termination of the war production program will not be simultaneous everywhere, but will be by unequal stages. That is, there will be cut-backs and cancellations in one industry, sooner or to a greater extent in one than in others, and these stages will increase in frequency and scope as the authorities are able to calculate their requirements in the light of reasonable military anticipations.

During wartime, the Government accumulates immense "stockpiles" of materials and products, and the armistice will initiate the cutting down of Government reserves from current production. In due course these stockpiles will be disposed of in one way or another. In fact, the disposition to be made of these stockpiles of natural products, materials and manufactured goods will be one of the major problems following the war. These goods "hanging over the market," with the possibility of their sale at sacrifice prices, may very well have a serious retarding influence upon civilian buying, at least until they are disposed of.



Here's How To Keep Friends of Your Product Supplied, Even If They're No Longer Near Your Regular Outlets

The PX and Ships' Service Stores, located wherever the armed forces are, add up to a mighty market, 100% credit sound, through which pours every kind of merchandise that soldiers, sailors, marines, coastguardsmen . . . and WACS,

WAVES and SPARS can use • The PX and Ships' Service Stores are the on-the-spot stores to which the members of the armed forces must look to supply their needs • You can reach this great market through the pages of

POST EXCHANGE

POST WAR BUSINESS TOO

The PX will continue to function as long as we have an Army, Navy, Marine Corps and Coast Guard • In addition, the officers who operate the PX and Ships' Service Stores are former civilian merchandisers. Their favorable impression of your product will keep on paying

The trade paper that is read by the PX officers and their assistants who do the buying.

you dividends after their return to civilian life.

POST EXCHANGE offers the no-waste, direct short line to this market, great now and still to be great after peace comes. For full information, write, wire or phone at once



SOLDIER'S SNACK BAR—Just another angle of the PX.



UNCLE SAM'S VARIETY STORE . . . and the variety includes everything they eat, drink, wear, smoke, read . . . or have fun with. They're in every camp, on every battlefield, afloat, ashore, at home and abroad.



POST EXCHANGE

292 MADISON AVENUE, NEW YORK 17, N. Y.

WALTER W. MEERS
101 Marietta
ATLANTA 3, Georgia

SIMPSON REILLY, Ltd.
Garfield Building
LOS ANGELES 14, California

FRED WRIGHT COMPANY
915 Olive Street
ST. LOUIS 1, Missouri

SIMPSON REILLY, Ltd.
Russ Building
SAN FRANCISCO 4, California

HARLEY L. WARD, Inc.
360 N. Michigan Avenue
CHICAGO 1, Illinois

The estimate of "deferred demand" is generally arrived at by adding up the quantities of peacetime products which have *not* been manufactured during the war. This means so many "less" refrigerators, vacuum cleaners, automobiles, etc.; and by totaling these figures for a given year and then multiplying that total by the number of war years anticipated, we arrive at some big figures. Some optimists even go so far as to refer to them as a "backlog"—just like actual orders.

The So-Called "Backlog"

For example, a million *less* vacuum cleaners in one year, if multiplied by six years, reflects a total deferred demand of six million vacuum cleaners, and this is the quantity which is calculated to swamp the vacuum cleaner industry for four years after the war, because the total industry never made more than one-and-a-half million cleaners in any one year. With a further shortage of one million cleaners per year for the four production years, then you have a total "backlog" of ten million vacuum cleaners, etc., "far into the night!"

What the optimists fail to consider is that the fix-it-up and make-it-do habits formed by people during wartime will seriously affect new purchases of both household and industrial equipment and supplies.

It is hardly reasonable to suppose that because the public has not been able to buy linoleum for home use for three years, they will turn in and buy three times as much linoleum as soon as supplies are available. It may very well be that some of the enforced economies will become more or less habitual to people in peacetime.

While people may indulge in two steaks in every skillet, it may be quite a while before two washing machines in every basement is a national condition or ambition.

And then there is the "damned-up" spending power or savings which will have been accumulated to a total of, some say, one hundred billion dollars, all in War Bonds or cash ready and waiting to be spent as soon as it can buy things. Thus we have the combination of used-up and needed goods, plus a buying power with cash in hand far beyond anything we have previously known. The question is, how will this work out?

The American public has never yet insisted on putting its last dollar on the barrel-head at the first opportunity after getting it; and our people have a distinct and clear recollection of some years of jobless adversity, when they resorted to wear-it-out, fix-it-up and make-it-do economy for a long time



"The only solace I get these days is settling down with my pipe and the Buffalo Evening News with its 78 separate features."*

* Do figures leave you cold? Then maybe we should say that the Buffalo Evening News, in addition to 78 regular features, provides such excellent coverage of local, national, and foreign news that it is regarded by experts (and a quarter of a million families) as one of the best balanced newspapers in the United States. Is it any wonder that nearly twice as many families read the News as any other daily newspaper in the Buffalo area? The News is the big paper in a big market!

before the war activity created the prosperity out of which these savings have come.

It seems to me that the most reasonable assumption is that our people will display conservatism and a practical point of view with respect to their spending, such as will spread this purchasing power out over a much longer period of time than we described.

It is upon these statements that the opinion is based to the effect that most manufacturers will be out looking for orders within the first year following the armistice.

Many people have been burned during the war period by being forced to

buy products of inferior materials and workmanship. Isn't it likely that they will be shy about buying goods after the war until they are convinced that quality has been markedly improved?

Suppose Ford puts out a 1942 model as his first offering after the war. Is it reasonable to suppose that you will buy one of these cars immediately, when you will already know or will have heard about the "next" model, which will go three times as far on a gallon of gas and will cost half as much, etc., etc.? Isn't it more reasonable to suppose that you will postpone your purchase?

During the war you had a good job

for many months in a war plant, with a lot of overtime, and you saved some money. But that plant is shutting down, thus creating some employment uncertainty.

The experience following World War I was to a great extent in accordance with the foregoing reasoning and the circumstances of World War II, which we now see and know, seem to offer nothing new to support the theory of a sustained period of three to five years of a "seller's market" following the war.

"Preparedness" the Keynote

This combination of conservatism as to immediate needs, conservation of funds, the uncertainty of employment, as well as the anticipation of newer and better products to be had later at lower prices, can be depended upon to cut down this backlog of "deferred demand" to a point where most manufacturers will find it necessary to extend themselves saleswise, in order to keep up the payrolls and operate the plant at an economical capacity.

The manufacturer who will fare best during this uncertain period will be the one who has prepared to manufacture, promptly following the armistice, products of a design, pattern and quality which make the fullest use of improvements in materials and methods which have taken place during the war and which will be in common use thereafter.

I shall make no attempt here to lay out any plan for the manufacturer to use in selling and distributing his goods—a plan which must be just as carefully and thoroughly drawn as the plans for manufacturing. If he does this and his plans for advertising and the reorganization of the sales force are ready, then swinging into vigorous peacetime selling need not be a long-drawn-out operation. I predict that there will be plenty of manpower available for selling.

Business has suffered much more from taking good things for granted than it has by over-zealous preparations for its future needs. Therefore, everything done for preparedness will reward the effort, whatever the tide of business may be.

If I prove to be a poor prophet and if there is a sustained flood of business for several years following the coming of peace, then the prepared manufacturer will be better able to handle it. If my conclusions are correct, and business does not come easily, then all of this preparation will have been done for the security and prosperity of his employees, his management, his business and for the country.



IT'S NOT MAGIC

It's

MERCHANDISING

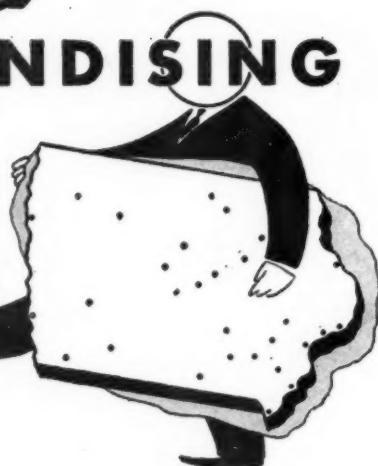
● In Iowa . . . the rich, stable, and responsive market . . . MERCHANDISING pays. The abundant possibilities of the present are the foundation of the future because the post-war economy will find Iowa producing at the same tempo, with fewer changes than most markets can expect. In Iowa, people are in the habit of buying what they want and need.

And to reach this market with efficiency and economy . . . to pave the way for both present and post-war sales . . . there's the Iowa Daily Press Association: 31 local daily papers in 30 key market centers . . . bringing 454,673 families knowledge of your products and services. These 31 local daily papers do a double job for you: assuring DEALER COOPERATION and CONSUMER DEMAND with MERCHANDISABLE ADVERTISING, backed by the friendly interest, direct appeal, and on-the-spot force that only a local daily paper can offer.

To get the most from the best is not magic . . . it's MERCHANDISING . . . the kind the Iowa Daily Press Association gives you.

454,673

**MERCHANDISABLE
DAILY CIRCULATION**
in 30 dominant markets
served by 31 local daily
papers



MERCHANDISABLE CIRCULATION

CITY and NEWSPAPER	1940 City Population	CIRCULATION An. Daily		Total May, 1943
		CITY	Sub. Total	
Adrian Tribune (D)	13,551	5,143	4,508	9,651
Atlantic News-Tribune (D)	3,802	1,460	1,750	3,210
Barnes News-Republican (D)	12,973	3,074	4,000	7,074
Burlington News-Tribune (D)	42,000	15,119	17,771	32,890
Calder Rapids Gazette (D)	6,510	1,100	1,100	2,200
Centerville News-Tribune (D)	8,413	1,791	1,585	3,376
Charles City Press (D)	8,881	2,819	4,150	6,969
Cherokee Times & Herald (D)	7,409	1,100	1,517	2,617
Clinton Herald (D)	28,379	7,807	10,475	18,282
Council Bluffs Herald (D)	42,104	11,812	13,254	25,066
Creston News-Advertiser (D)	9,351	1,854	4,071	5,925
Decorah Democrat (D)	10,019	2,075	4,610	6,685
Decorah Times (D)	10,019	2,075	4,610	6,685
Des Moines Register (D)	42,000	17,142	25,000	42,142
Field City News (D)	7,700	1,853	4,017	5,870
Fl. Dodge Messenger & Chronicle (D)	32,804	8,881	14,771	23,652
Iowa City Press-Citizen (D)	18,150	4,000	8,475	12,475
Keosauqua City (D)	10,000	4,000	7,150	11,150
Marshalltown Times-Republican (D)	38,324	4,000	11,343	15,343
Maum City Globe-Gazette (D)	27,275	7,151	10,150	17,301
Maum News (D)	5,500	1,253	3,200	4,453
Maum News (D)	18,330	4,000	8,414	12,414
Meriden Register (D)	2,353	854	4,300	5,153
Meriden Journal (D)	7,000	1,073	3,700	4,773
Obolens Herald (D)	11,004	3,000	8,000	11,000
Omaha Gazette (D)	31,270	8,211	15,449	23,660
Sheldahl Herald (D)	6,513	1,200	3,300	4,500
Sioux City Journal-Tribune (D)	87,791	22,400	75,530	97,930
Washington Journal (D)	8,227	1,540	3,811	5,351
Washington County (D)	53,007	10,000	10,000	20,000
Waterbury City Tribune (D)	7,700	1,807	5,207	7,014
(Shelby and Thursday)	7,700	1,807	5,207	7,014
	714,400	187,130	444,270	631,400

(Published Weekly also)
(Includes News-Advertiser)
(Includes News-Advertiser)
(Includes News-Advertiser)

Write for convincing evidence

THE IOWA DAILY PRESS ASSOCIATION

405 Shops Building

Des Moines, Iowa

● Paula Stone, whose *Hollywood Digest* is on WNEW at 4:45 every week-day afternoon, averages 152,000 letters a year.

Proving that even New Yorkers "take their pen in hand" when there is something they want to write about.

Sorry, the program is not for sale. The 128-unit Miles Shoe Stores are very satisfied sponsors.

WNEW

NEW YORK

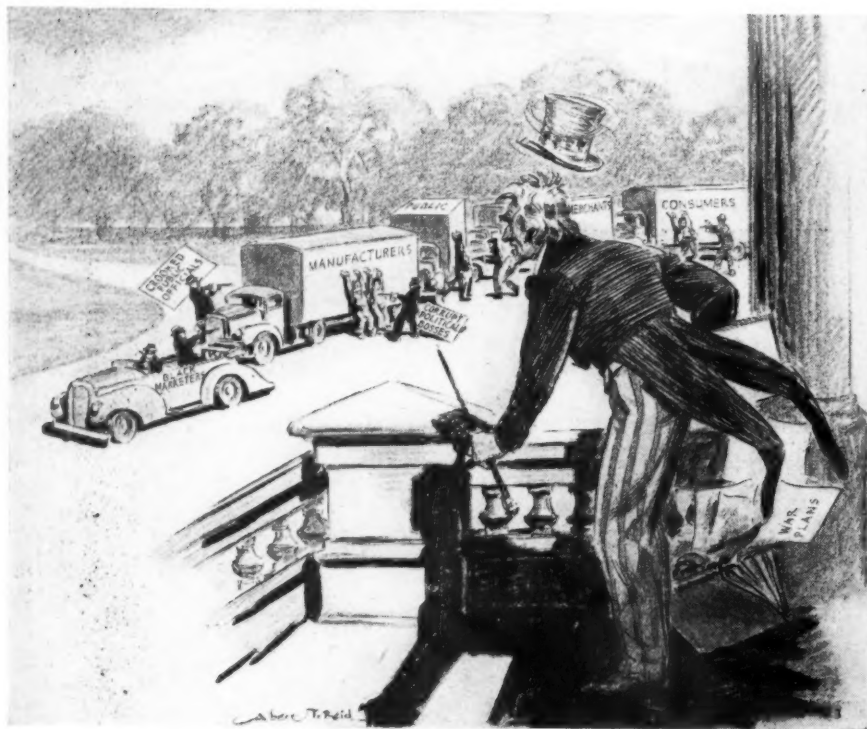
REPRESENTED BY JOHN BLAIR & COMPANY

How Black Markets Are Threatening Us with Invisible Government

Often under political protection, gangsters are robbing the American public to the tune of millions of dollars yearly through traffic in scarce products such as gasoline, liquor and meat. Business men can help to break this huge fraud if they will actively fight it.

BY RAYMOND C. SCHINDLER

Chief, Schindler Bureau of Investigation



FOR months we have been probing the billion-dollar black market. Operators have watched the growing power of the underworld in the Big Five: gasoline, liquor, meat, raw materials and nylon.

Through tremendous amounts of money pouring into the coffers of the underworld, the black market is coming into a position where it can create and maintain invisible government in the United States—locally, statewide and even nationally. Under such government, racketeers would dictate to many elected and appointed officials.

It is the prohibition problem magnified many times. Corruption found its way into the highest places during the dry era. The money which made that corruption possible is but a drop in the black market bucket.

Gangdom's "organizers" already have moved in and are rapidly ex-

panding their fields of power. A look at the illicit gasoline situation in one large eastern city today is enlightening. Shortly after gasoline rationing began in this city, by no means an isolated case, a stolen four-gallon stamp could be had for five cents—about a penny a gallon premium.

As soon as the racketeers could get their machinery going, the price advanced to five cents a gallon extra. It advanced simultaneously to this exact amount at all black market outlets in the entire area. Today, illicit gasoline is ten cents a gallon extra.

The precision of the moves proves that a highly organized group is in charge. Investigation reveals more: The coupon thief today is getting three cents a gallon; the passer who gets them to the gas station operator takes two cents; the operator gets a nickel.

Doesn't seem like much does it, on an individual sale? But let's consider

figures of more substantial size. In 1941, the last normal year, 24,366,267,000 gallons of gasoline were consumed in motor travel according to the U. S. Public Roads Administration.

In 1943 motor travel was down 34%, statistics of the National Safety Council show. That means an estimated 16,081,736,000 gallons still is being used.

Black market take today is ten cents on a gallon of gasoline. So if only 10% now being sold goes out through black market channels, \$160,817,360 pours into the tills of racketeers.

Every motorist who knows the gasoline situation in his neighborhood can estimate how much higher the actual percentage is for his area.

Solve Gasoline Mystery

Gasoline is always ripe for racketeering. Some time ago the American Petroleum Institute retained our bureau to find out what was happening to its members' gasoline sales. All of the known brands were dropping off rapidly in the so-called "rainbow" stations—those that sell several advertised brands.

We put shadows on scores of these stations that suddenly were purchasing only a fraction of the good, high-priced gasoline formerly sold. For weeks operatives with binoculars watched from cars parked some distance from the stations. Here is a typical instance of what they saw: One night the lights at the station went out at 1 A.M., the usual time. About 1:30 A.M. a tank truck without a name to identify it pulled into the station, flashed its lights, got an answering signal.

While our operatives watched unobserved, the truck filled all of the station's tanks from the same hose. We tailed it to its own garage.

The following morning our cars made purchases at the station. The gas went into false tanks in our cars. It was turned over to the Institute for analysis and found to be the cheapest type of bootleg gas, capable of ruining a motor. The mystery of the drop in brand sales was solved and prosecutions cleared up the problem.

Black market profits do not create these gangs that are taking over. The nucleus has been there all the time like a virus in the body waiting for a lowering of resistance to strike.

Today's black market directors are

Copyright, 1944, BNS.



Eustace Never Winked at Girls

WINKING at young ladies may not be quite proper.

But when girls are so pretty and young men so susceptible, who can say that it's wrong to unbend...just a little?

Well, Eustace, for one. Eustace thought winking was undignified...even a flicker. And so young Eustace won "Good Conduct" medals while his boy friends won the girls.

Let it be said that Eustace progressed nicely from a dignified young man to a dignified middle-aged bachelor. But in business, as well as in his personal life, Eustace missed many an opportunity. His eyes were so focused on dignity that he was blind to the force of human vitality.

Today, in a world of action, it's surprising that there are some business men who look at the products they manufacture, with thoughts like Eustace's. For instance, their search for imagined dignity leads them even to pass up a vital advertising medium like Puck-The Comic Weekly.

The force and power behind the public's love for "Tillie the Toiler", "Blondie and Dagwood", the irrepressible "Skippy", Walt Disney's "Donald Duck", Ripley's "Believe It or Not!", Soglow's "The Little King", and many others, is the best answer to the importance of the week to week doings of these characters in the lives of millions of people. There you have the reason why Puck-The Comic Weekly is the most thoroughly-read publication of its kind in America.

When choosing a medium to carry your advertising message—whether institutional or sales promotional—keep these facts in mind:

1.. More people (men and women as well as children) read "the comics" than any other one form of entertainment feature.

2.. Visibility and readership are unusually high because Puck-The Comic Weekly accepts only a limited number of advertisements per issue. Advertising space in Puck is a valuable franchise.

3.. Puck produces results. The Hormel Company, packers of meat and meat products, started advertising in Puck-The Comic Weekly in 1939. Since then they have increased their schedule, until now in 1944 they will use more advertising in Puck-The Comic Weekly than in any other previous year.

Everything points to the "Comics" as an advertising medium to cover a broad market, reaching adults as well as growing children. That is why sales minded executives now carefully consider Puck's analysis of "Your Customers of Tomorrow." It is a sound presentation of *tested* sales information. Would you like to hear it? Write to Puck-The Comic Weekly, 959 Eighth Avenue, New York—or Hearst Building, Chicago.

WATCH

THE

CHEMICAL PROCESS INDUSTRIES for POST-WAR OPPORTUNITIES

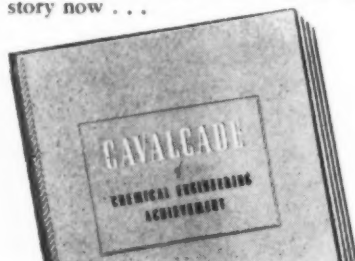
★

SEE in Chem & Met's new book the list of new and infant industries for post war expansion . . .

READ how history is repeating itself in this "Cavalcade of Chemical Engineering" . . .

PREPARE for your place in this vast intra-industry business—the base of all American industry . . .

SEND for your copy of this new graphic story now . . .



C H E M & M E T
A MCGRAW-HILL PUBLICATION
330 West 42nd St., New York 18, N. Y.

WANTED

New, Improved Equipment by Every Food Processing Plant

N O W ★

• Food plants now operating at top capacity with worn out equipment will have to produce even more when Peace comes.

Then feeding liberated peoples abroad will increase the already staggering load—plus new volume at home when restrictions are lifted.

This is America's Biggest Industry and a new market for many makers of equipment and material. You can reach food plant men directly through the advertising pages of **FOOD INDUSTRIES** magazine—the clearing-house of modern food technology.

Write for information on the opportunity for your product now and post-war.

★ No exaggeration—see if you can find one food plant that does not need new equipment, now.

FOOD INDUSTRIES

A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N. Y.

graduates of prohibition's amazing school. They were the lieutenants of the Capones, Schultzes, O'Donnells, Diamonds, Maddens and Morans. Since their chiefs went out via machinegun and Alcatraz routes, they are the successors.

Repeal and the depression spiked their guns some until last year. During that period, the gangster element might have been forced to survive on policy games, bookmaking, smuggling and dope peddling. This would hardly keep them in the style to which they had become accustomed.

But a new gold strike was made when gangdom discovered the labor union and its, too often, easily tapped dues chest. Flanked by hard-eyed henchmen, gang chiefs muscled in on this lucrative field in more spots than most people would believe or than some vote-minded politicians would want to face as a legislative or administrative problem. The vast sums they "took"—and are still "extorting"—via labor unions tided them over. There is no limit to corruption this gangdom can create.

Policy Racket is "Taken"

A new district attorney recently wanted to clean up his gang-infested county. He was up against a tough proposition. The boys who were running the policy racket there—the same ones who are first in the black market—had mended their fences well. He could not smash them with police forces supposedly at his command. A tipoff would go out so fast, all evidence destroyed, before the raiding forces got in their cars. He came to us.

Within a few days our men knew the lay of the land. We found the principal "drops,"—places where collectors brought money and betting slips. The take for each day reached its highest at 4 P.M.

The question was—how to stage a half-dozen simultaneous raids without a tipoff, seize evidence and arrest a score of plug-uglies with no desire for jail. The raids must be expertly timed. A strike at one spot would make the others fade instantly.

We held a council of war. A powerful raiding force was needed. The racketeers and their bodyguards were numerous and tough. We wanted at least man for man when the time came to move in. Our problem was a dark tribute to the corruptive power of illicit funds in the hands of men who know how to use them.

Local police couldn't be used. The cat would be out of the bag the moment one got to a telephone after receiving his orders. Sheriff's deputies



Pack Bros.

Raymond C. Schindler is eminently qualified to discuss the illicit operations which are rife today. Chief of the Schindler Bureau of Investigation, Mr. Schindler is the famous detective called in by Nancy de Marigny to clear her husband of the murder of Sir Harry Oakes.

Mr. Schindler's thirty-five-year record of crime detection and business investigation began at the time of the San Francisco earthquake when he did "research" work for fire insurance companies who claimed that the earthquake, not the fire, was the prime cause of damage. He worked for years with Wm. J. Burns who was then in the United States Secret Service. He later managed the New York office of the Burns Private Detective Bureau. Founding his own organization in 1912, Mr. Schindler gained quick renown as a master of dramatized "setups" devised to trap suspects into supplying evidence or confessions.

Though a specialist in business investigation, Mr. Schindler's talents have been applied to political mob-busting and the solution of big murder cases.

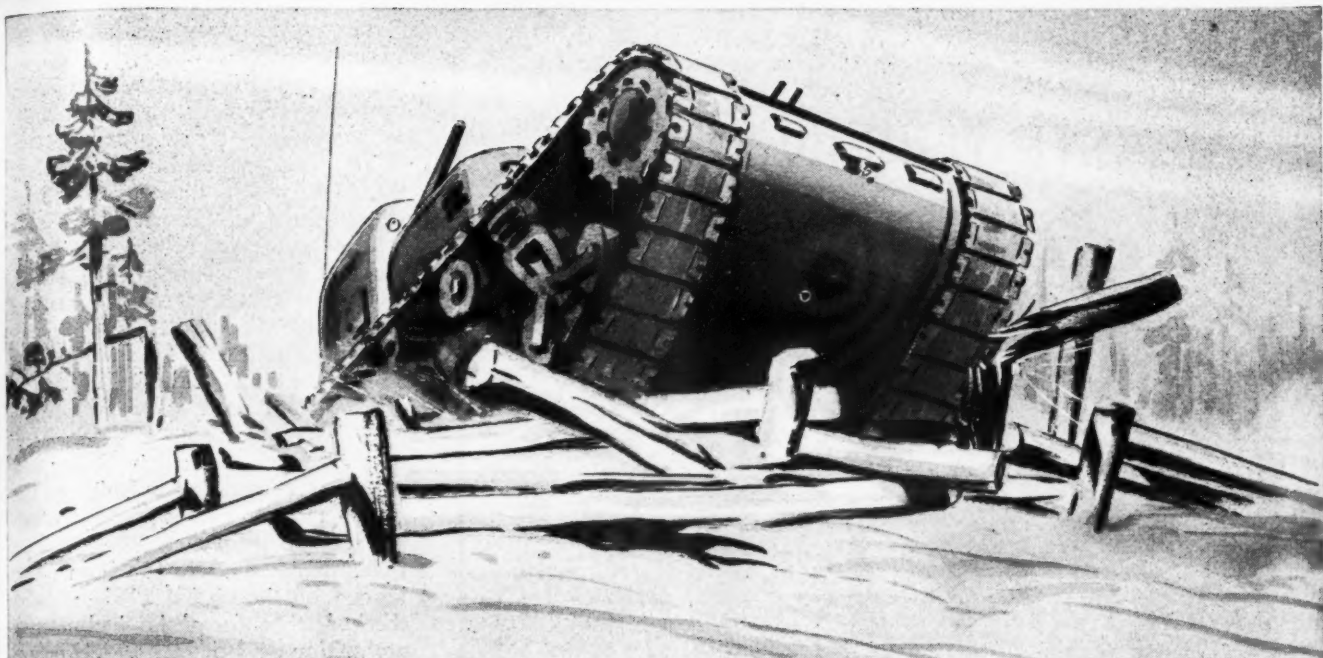
★

were out for the same reason. He couldn't even use state police from that area without jeopardizing the entire operation!

An appeal was made to the governor. He gave us permission to borrow state troopers from another county well across the state.

Zero hour on the raid was set for the next day at 3:50 P.M. Six of our cars converged on the marked policy "drops." At each wheel was one of our own operatives. In the cars were the borrowed state troopers. At the last possible moment, our special car picked up the chief of police in the city where the raids were to be made. It was the first he knew of any impending action. We saw that he stayed in the car until the moment when our raiders were smashing the doors of the policy "drops."

SALES MANAGEMENT



There's *Smash* in YANKEE'S LOCAL IMPACT!

THERE'S impact that counts where it will do the most good — the concentrated force of a blow aimed directly at the object — not diffused and weakened by aiming at too many places at once.

For in every one of the twenty best markets of New England, there is a Yankee Network hometown station. It gives you on-the-spot coverage of each of these urban markets and their suburban areas.

No wasted shots. Every shot goes home — to all the homes within the service area of the hometown station.

You can't miss. You take in the entire dealer set-up and consumer market throughout New England. You get the same smashing impact everywhere — and a much greater impact for New England as a whole than you can possibly get in any other way.

ACCEPTANCE
is the
YankeeNetwork's
FOUNDATION

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

EDWARD PETRY & CO., INC., Exclusive National Sales Representative

JANUARY 15, 1944

[105]

PASTE THIS IN YOUR

Hat!



• **ONLY** the

St. Paul Dispatch-Pioneer Press

Covers Minnesota's **CAPITAL CITY . . . ST. PAUL**
HALF of the



St. Paul-Mpls.—Pop. 780,106

RIDDER-JOHNS, INC. — NATIONAL REPRESENTATIVES
New York Chicago Detroit St. Paul

The raids were successful only because of the extraordinary precautions we had taken against being blocked by the very forces which were popularly supposed to stamp out the evil.

The black market is not a nebulous thing in which thousands of merchants make an individual profit by selling uninspected meat or other goods at above ceiling prices. It started out as that, but swiftly changed into a controlled racket bringing millions upon millions of dollars into the hands of underworld kingpins.

That was the story of prohibition, too. The black market today is retelling the bloody tale. Gang guns once more are blazing in Chicago. The other day two gunmen invaded a barber shop there in the best bootleg-era style. They blasted the life from a man in one of the chairs. When police checked, they found he had been a prohibition-days character. There was little doubt that his execution was in connection with the underworld struggle for black market domination.

The Black Market Pattern

The growth of the organizations that will get the lion's share of black market profits follows a definite pattern. No major illicit traffic, be it black market, gambling or vice, can long exist without the knowledge of the cop on the beat. As the financial take mounts, he is approached. Profits are such that he can be offered a tempting figure to wink at violations. If he succumbs—or even if he doesn't—the lieutenant in charge of the district must be reached. Other police officials are included in the payoff.

The violations go on and the gang's war fund mounts. But there is still the danger of arrests by out-of-the-district authorities, state investigators or Federal men. Therefore lawyers are needed, shady mouthpieces with powerful political tieups. When the price is right, they can be had. J. Richard (Dixie) Davis, Dutch Schultz's legal mentor, and Politician Jimmy Hines are excellent examples. Since the rap could never be beaten in a fair trial, it is the task of these higher-ups to see that defendants are brought before "friendly" judges.

Armed with enough money and bolstered by political ties, the gang lords can create more "friendly" judges and cooperative sheriffs at the next election. That is exactly what they do. Their bribery reaches the high places.

If prohibition hush money could cause the kind of corruption it did with the subsequent breakdown in law enforcement, what do you think will be the result of the many-times multiplied take of the black market?

SALES MANAGEMENT

Why Hitler Wanted Headquarters in New Orleans



"After I have taken New Orleans, I will control both North and South America!" A mad man's dream but cunningly planned! Hitler wanted headquarters in New Orleans because with that strategic point as his base he could fan his armies and his navy out in every direction and blockade the supply lines of two continents!

In New Orleans, he would be equi-distant from the extremities of both North and South America. He would control the Caribbean and have quick access to the Panama Canal. He would have all the oil he needed for his mechanized warfare... a sheltered deep water harbor for his ships and a network of rail and waterways to supply his armies which ever way they advanced. He would send an amphibious force up the Mississippi and divide the United

States and from the already developed military airports, his Luftwaffe would be within a few hours' flying time of all the principal cities.

Hitler had it all figured out, but he overlooked one thing. The United States had thought of it first and they were already putting New Orleans' natural advantages to work! The refineries were supplying thousands of gallons of high octane gas to our air force. The harbor was filled with American ships, built in New Orleans and loaded with the supplies that poured into the city on the network of rail and waterways. And it was American planes that took off from New Orleans' gigantic air fields... and the Caribbean was kept open for free trade and commerce with Latin America through the port of New Orleans.

No madman with dreams of world conquest will ever make his headquarters in New Orleans, but sane, sound-thinking business executives who are



planning now to win post-war profits will find New Orleans an equally strategic point from which to direct their sales campaigns. Of course, no sales campaign can be completely successful without advertising in the newspapers which are read by 90% of New Orleans' newspaper reading families—



The Times-Picayune and New Orleans States

Morning



Evening



Sunday

Representatives: JANN and KELLEY, INC.

Pipe the Pitch!



"Now I'll tell ya what I'm gonna do . . ." spied KSTPete several months ago when he first outlined our aggressive promotion plans for increasing audiences in rural Minnesota.

And what a pitch he's been making ever since! Not the old-time, hit-and-run street corner pitch with tripe and keister, but a continuous state-wide pitch with country newspapers and magazines circulating in more than 200,000 rural Minnesota homes to carry his spiel. That's why we proudly say, "Pipe the pitch!"

Principal features of this continuous campaign are:

1. Personal appearances of KSTP's Barn Dance group in Minnesota towns.
2. Audience-building ads in 344 rural newspapers.
3. Big ads in "The Farmer" (Minnesota farm circulation 147,000).
4. Full-page ads in "Land O' Lakes News," reaching 65,000 Minnesota dairy farmers.
5. "On the Minnesota Farm Front" (column by KSTP's Farm Service Director, Harry Aspleaf) published weekly by 81 country newspapers.
6. "Around Radio Row" (radio news-and-gossip column) published weekly by 70 country newspapers.

KSTPete is really turning the tip when it comes to increasing our large listenership among the 1,400,000 prosperous farmers and small-town folks in rural Minnesota. So it's a paying pitch for you—a no-cost plus to the resultful selling job KSTP does in the vital Twin City area, Minnesota's primary market.

50,000 WATTS—

Clear Channel

Exclusive NBC Affiliate
for the Twin Cities.



Represented
nationally by
Edward Petry and Company

Attempts to stamp out the black market have thus far made little headway. They have succeeded only in proving that the unlawful network already is reaching higher and farther. Seven men recently were arrested for black market operations in New York City. Were they poolroom hoodlums, street corner toughs? They were not. One was a ration board official of the OPA. Three were heretofore respected employes of a large bank!

Many Cases Are Pending

At this writing, the OPA reports 55,000 legal suits pending, of which 38,000 cases involve revoking of consumers' rights; 4,000 cases involve money settlements; 5,000 cases relate to suspension order proceedings; 2,500 cases involve injunction suits; 300 cases are triple damage suits, and 5,000 cases are criminal proceedings.

Cases are pending in all 48 states, District of Columbia and in all territories. In cities the number of suits pretty well follows population lines and the size of the OPA enforcement staffs.

For the single month of September legal cases break down as follows: Gasoline 7,300, food 1,000, textiles and apparel 200, industrial materials 100, rent 50. In the case of apparel, New York City appears to be the hotbed, principally at the manufacturing and wholesale levels, with "cash on the side" as the outstanding characteristic and with restaurants as the rendezvous for illegal transactions.

Meat obtained in the black market is probably the commodity which reaches the majority of homes. I doubt if the average consumer realizes the tremendous danger to the Nation in the extra dollars he pays out here.

Figures of the Bureau of Agricultural Economics show that 15,522,723,000 pounds of meat (dressed weight) were consumed in the United States in 1941 (last normal year). As in the previously cited cases of gasoline, reduce this to wartime proportions, take a conservative percentage for the black market and you still have several hundred million dollars in take going to the underworld.

Heads and legs of illegally-slaughtered cattle are strewn along the highways today. Garages and barns have been found with piles of entrails. Cattle-rustling, now at an all-time high, is done by the new technique of motor trucks. It is a big-time operation.

Black market meat endangers health, we know. It causes a serious loss in by-products such as leather, adrenalin, insulin and gelatin. But the packer, merchant or restaurateur who sells it

and the man who buys it are doing something more. They are financing the gangs who in time will have them by the business throat.

No group seems free of this pernicious influence as both sellers and purchasing agents can testify if they merely list the "approaches" made to them which they turned down. Investigations by our bureau of the black market in nylon were enlightening.

A man and a girl walked into a New Jersey tavern recently. They sat in a dimly-lit booth, had several drinks and listened to the juke-box. The waiter appraised them with crafty eyes. Taking the next order, he leaned over confidentially, "How about a pair of nylons for the lady?"

Inquiry quickly revealed that the tavern had all the nylon stockings anyone would want at five dollars a pair. Yet there were none on the counters of the best stores.

That is a sidelight on the black market in operation today. It is important specifically in that it shows the element which already has moved in to take control. Investigation showed that the same "distribution system" exists over much of New Jersey. In New York and other areas, nylon salesmen operate like the old peddlers of bootleg days.

The Nylon Story

Where does the nylon come from? In some cases we traced it to thefts by employes of the hosiery manufacturers. Some came from hijacked trucks. Sometimes company officials put it into the black market via wholly legitimate sales to black market operators in the retail or wholesale field. Suspicion ranges all the way from pinning "lost or stolen inventories" on resigned employes to excess wastages "slipping out" by one means or another of plants entrusted with the making of parachutes for the armed services.

Many other commodities, including textile yarns, also are involved. A large copper reclaiming plant called us when inventory showed a steady loss of copper ingots which brought high prices on the black market. Over \$100,000 worth of ingots had already been "lost."

We got our men working inside the plant. They soon discovered that employes on the night shift were secreting the ingots in the false bottoms of dump trucks, putting slag on top and sending it out to a fill. There it was dumped and the fence truck moved in twenty minutes later to cart it away.

While American business is in the main clear of black market corrup-

SALES MANAGEMENT



Here's your biggest Ad-theme

War

Americans . . . and the major part-time job of over 50 million
WAR MESSAGES—on paper—are powerful weapons. The check list
 above gives important Government Victory Projects with which you may
 co-ordinate your own printed advertising, with assured results for your
 country and your business. . . . We shall be glad to obtain a copy of
 this list for you, or you can write directly to War Advertising Council,
 60 East 42nd Street, New York 17, N. Y.
 And, of course, where quality, confidence and prestige are part of the
 picture, effective use calls for Linweave Fine Printing and Engraving
 Papers. Your printer will advise and co-operate.
THE LINWEAVE ASSOCIATION
 Springfield, Massachusetts

FINE PRINTING AND ENGRAVING
 PAPERS • • ENVELOPES TO MATCH

Linweave

JANUARY 15, 1944

[109]



"Results Keep Fulton Market Using KSO"

... Says Roy Huntoon, Jr.

In New York, you'd think of Park & Tilford ... in Chicago, of Stop & Shop ... in Baltimore, of Hopper McGaw ...

And in Central Iowa, to find outstanding food items, you'd think of the Fulton Market, Des Moines.

On the Fulton Market's experience with broadcasting, comes this report from the general manager, Roy Huntoon, Jr.:

"We began using radio as an experiment. Through a combination of judgment and luck, we chose KSO, in a broadcast featuring their home economist, Helen Watts Schreiber.

"This program has been highly successful because of its sincere nature and because Mrs. Schreiber deals particularly in foods. Commercial messages, as she gives them are so naturally worked into the conversation that their effectiveness is increased.

"Our original three-a-week schedule has become six-a-week ... our test period of three months has stretched into three years ... all for one reason—Results."

KSO BASIC BLUE
AND MUTUAL
5000 WATTS

KRNT BASIC
COLUMBIA
5000 WATTS

The Cowles Stations in
DES MOINES

Affiliated with Des Moines Register & Tribune
Represented by The Katz Agency

[110]

tion, a straying minority besmirches legitimate business. This is especially bad at a time when the propagators of "isms" quickly pin everything possible on private enterprise.

Black markets thrive on (1) acute shortages of products for which cash demand greatly exceeds the legally available supply, and (2) products subject to a heavy excise tax which leaves a goodly spread between the tax-paid and non-tax-paid merchandise (such as liquor). Hence, specialized black markets periodically disappear as fields for plunder. But new ones are likely to take their place, especially if the underworld fostering black markets entrenches itself strongly in the seats of government.

A Race Against Time

Shortages, rationing, special taxes and price controls growing out of war-time conditions give tremendous impetus to black markets. The extent to which gangsters can entrench themselves depends greatly on how soon the war ends and how soon shortages and high excise taxes can then be removed. Hence, the race against time—and in an election year when producers of quantity votes, regardless of their ilk, are being courted by some political aspirants who will sacrifice ethics to their ambitions.

Prohibition was the underworld's grade school. The survivors and their henchmen, now in the black market, are going to college—and to town. Let's stop them by every means business can devise.

The businessman might well ask himself, What Can I Do About It? He can adopt this program:

1. Personally refusing to buy or sell in the black market.
2. Educating other people and business concerns to the real dangers of black markets, urging them to stay out of it.
3. Helping to form local organizations of volunteers to fight the black market.
4. Notifying the nearest office of the OPA about anything apparently connected with black markets.
5. Working cooperatively with local newspapers and business papers to expose black markets.

The manufacturer, jobber, retailer or consumer who fails to do this is in effect stabbing his soldier son in the back. Black marketeers and their customers are building up American gangsterism while our sons fight to de-terminate international gangsterism.

If millions of our young men return to find we have turned over the country in large part to invisible government, will they curse us for selling out America in their absence, will they want to clean house by creating an entirely new order, or will they in large numbers join the ranks of the gangsters? The query cannot be laughed off, because millions of these men will have become hardened to the loss of life and expert in the use of firearms. If we sell them out or permit them to be sold out, can we blame them for following any course they choose to follow?

Everything - From **HEAVY BULLDOZER**
To **BABY CHICKS**

makes PEORIA AREA "production income" STEADY

PEORIA AREA *Facts*

- 1ST** 1st in per capita **RETAIL SALES**—among midwest towns.
- 2ND** 2nd market in Illinois.
- 1ST** 1st paper in circulation, and advertising lineage is the Journal-Transcript.
- 1ST** 1st Illinois City in percent of Native Born population — 92.1%.

Peoria, heart of rich PEORIA AREA, is first city in per capita retail sales of all cities between Cincinnati, Ohio and Oakland, Calif. Industry and agriculture provides balanced income. PEORIA AREA is a steady market—a good "bright spot market" in war or peace.

Payout

The **Transcript** Market in the Midwest

Peoria Journal-Transcript

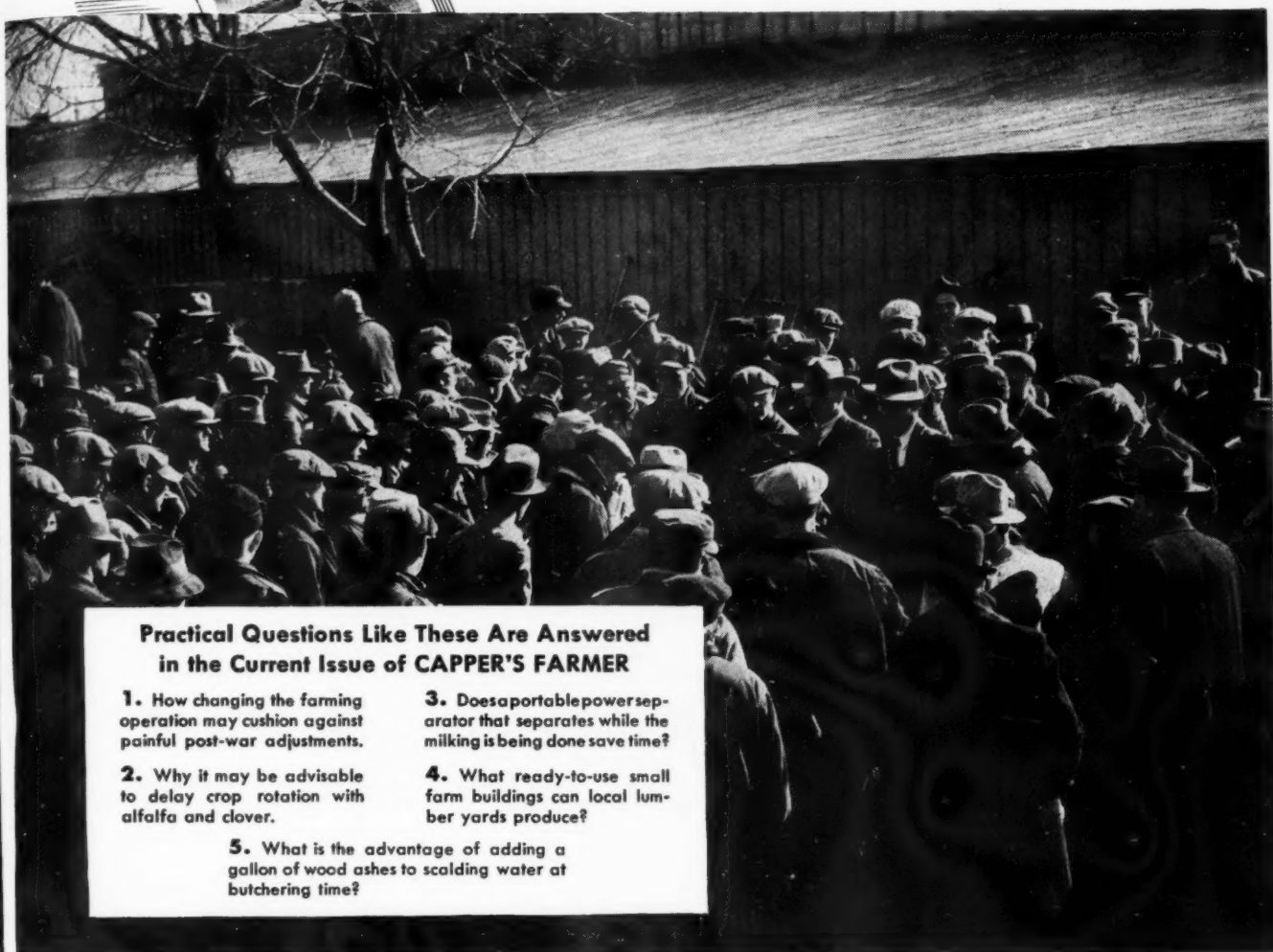
WARD GRIFFITH COMPANY, Inc.

National Representatives

Chicago-Boston-Detroit-Atlanta-New York-Salt Lake City-Los Angeles-San Francisco

SALES MANAGEMENT

... UNHAMPERED BY MASS SMALL
TOWN CIRCULATION



**Practical Questions Like These Are Answered
in the Current Issue of CAPPER'S FARMER**

1. How changing the farming operation may cushion against painful post-war adjustments.
2. Why it may be advisable to delay crop rotation with alfalfa and clover.
3. Does a portable power separator that separates while the milking is being done save time?
4. What ready-to-use small farm buildings can local lumber yards produce?
5. What is the advantage of adding a gallon of wood ashes to scalding water at butchering time?

Where can a fellow buy a harrow?

Farm auctions where equipment is sold are crowded these days. Increased food production must go on even though labor and tool shortages do complicate things.

But practical farmers have ingenuity and when spring rolls around the planting will be done and, the weather willing, another big crop will result.

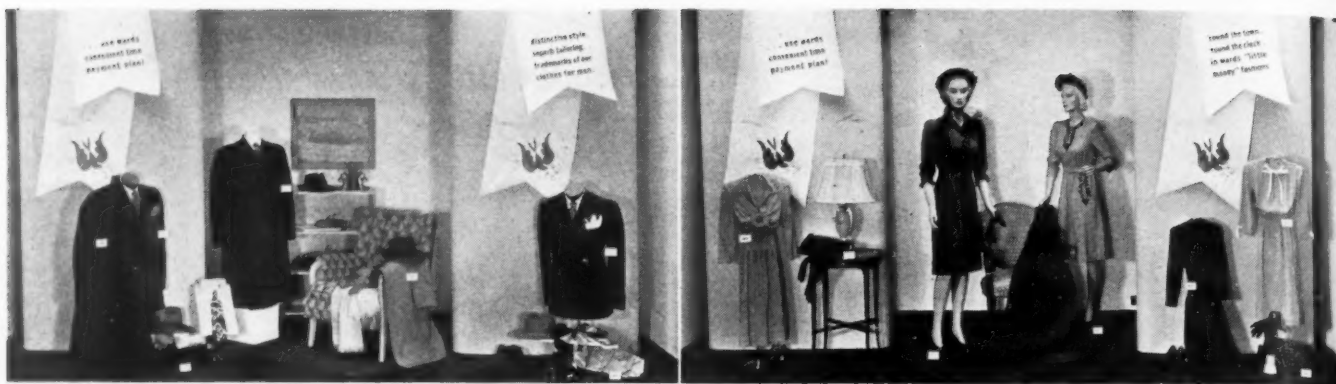
Capper's Farmer is read by one and a quarter

million dirt farmers—men who farm for a living. In its farm-tested editorial pages are workable ideas gleaned from practical farmers who have tried them out and found them to be good. Subscribers to Capper's Farmer understand this. That's why they read it so carefully.

And that is why there is reader traffic on every page and a carryover of confidence from the editorial columns to the advertising columns.

CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language



Careful advance planning keynotes department-store chain promotion. These window displays are the work of Montgomery Ward's centralized sales promotion department.

A Roadmap for Breaking into the Department-Store Chain Market

Are the big chains glaciers of sales resistance, or do they listen sympathetically to stories of new lines? What sort of a chap is the buyer? Is he hot or cold on national brands? These are some of the important questions answered in this factual article.

By JAMES C. CUMMING

*John A. Cairns & Company
New York City*

(This is the second of two articles by Mr. Cumming on the department-store chain field. The first, "Department-Store Chains: Potential Post-War Market for You?" appeared in the January 1, 1944, issue.—THE EDITORS.)

IN 1942 Sears, Roebuck & Co., Montgomery Ward & Co., The J. C. Penney Co., The W. T. Grant Co., Interstate Department Stores and Allied Stores Co. did a total business of \$2,327,671,898. Although these six organizations are the leaders of the distribution group classified as department-store chains, there are a few others to which any manufacturer looking for post-war distribution can pay close attention.

However, before you can intelligently decide whether or not yours is the type of product which can take advantage of this huge, ready-made market you must know something about the policies of the department-store chains, and how you can work with them as a group. For, although it is true that these chains differ considerably in their operation and internal policies, it is also true that they are remarkably alike in their attitude toward manufacturers.

A few of the chains own factories which produce certain lines of mer-

chandise for them. Both Ward and Sears have their own paint factories. Penney owns the Crescent Corset Co. However, department-store chains generally are wide open to manufacturers who are willing to work with them.

In fact, many of these chains are now aggressively in pursuit of manufacturers upon whom they may rely as good post-war resources.

Each department-store chain would like to be in a position after the war to offer its customers the best item on the market in each of the lines for which it is best known. If you are in a position to include a better washing machine, tire, refrigerator, overall or wash frock in your line when the war is over, you will find the department-store chains ready to work with you in the final development of the item.

Let's assume that you have decided to see what you can gain from working with a specific department-store chain, and that you have found that John Jones is the chain's buyer of your type of merchandise. What is Mr. Jones' background likely to be? What will he expect of you and your item?

Don't make the mistake of thinking that Mr. Jones will be similar in his thinking to the department-store buyers with whom you are familiar.

The department-store buyer is actually a buyer only a small proportion of his time. Most of his time is spent on training and sales promotion. Then, too, he is in very close touch with his customers. His first reaction to a piece of merchandise, therefore, is to consider how the customers will like it.

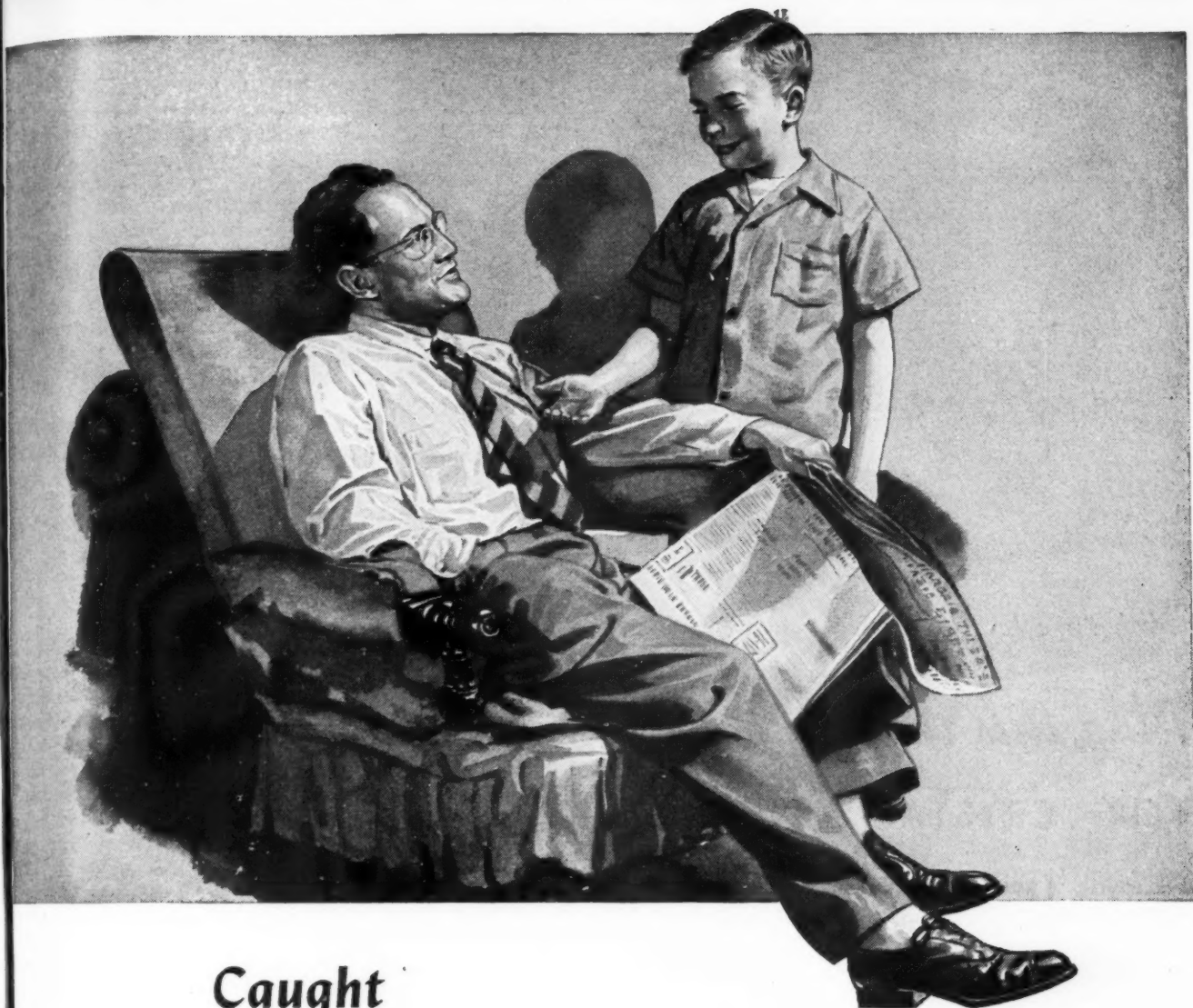
Mr. Jones of the department-store chain, on the other hand, is a buyer almost 100% of the time. He spends most of his time in the market. In fact, he has very little contact with the stores he represents. He sends them bulletins about merchandise and market conditions. He talks with store managers and division heads when they come into the central office. Occasionally he may take a trip into "the field" and visit stores. But he has practically no contact with the chain's customers. When he looks at merchandise, he thinks of how his chain's store managers and division heads will react to it, rather than how the customers will like it.

The Buyer's Background

This does not mean, however, that Mr. Jones lacks familiarity with the stores he represents. If he is an average buyer, chances are he started as a stock clerk or as a salesman in one of the stores. Through successive promotions he became thoroughly educated in the needs and practices of the stores before he started to buy.

This man, with whom you will have your first contact in the department-store chain, may not seem to be particularly interested in your promotional plans or your product's acceptance or the way other stores are selling your item. But he will be interested in your ability to produce good merchandise at a competitive price, and

SALES MANAGEMENT



Caught with His Sales Resistance Down!

FROM NINE TO FIVE, Pop is no push-over for anybody's sales talk. He knows more ways to say "No!" than a ration board.

But that's from nine to five. Along about seven it's another story. He never has learned to say "No!" to a second helping of anything Mom cooks.

Comfortably full and pleasantly relaxed, he's a cinch to catch with his sales resistance down. That's when Mom and

the kids work out on him. They're shrewd psychologists—they know when "Yes" comes easiest.

Surely you are as shrewd as they. Surely you get the idea of getting at the family bankroll when the string around it is loosest—in the *evening*.

Then how about getting at the *most* bankrolls you can in the evening in Chicago? It's simple enough to do. You just pick the evening paper that most Chicagoans pick.

That, of course, brings us to the Chicago Herald-American. The fact that

it is, by far, Chicago's most widely read evening paper* brings most practical buyers of advertising space in this market to the Herald-American, too, sooner or later.

Naturally we'd rather have you with us sooner than later. If what you have is something our folks should have, too, we want them to know about it. Don't keep it from them too long—we *all* lose that way.

* 487,440 in November.
Sundays it was 1,053,041.

On Her It Looks Good

THE DISTAFF SIDE of the Herald-American family wears—so a shark in such matters informs us—7 tons of lipstick a year. On her it looks good, and so would a fair share of the take which that tonnage represents look good on your books, if lipsticks happen to be your line.

Chicago Herald-American for... Home Acceptance

CHICAGO'S MOST WIDELY READ EVENING NEWSPAPER

Nationally Represented by HEARST ADVERTISING SERVICE



Plug this in your Plans

FOR CRYSTAL-CLEAR RADIO SETS

Post-war radio sales will revolve around a new talking point —“Crystal-Clear Radio Reception.”

Your engineers know that Pan-El Control Crystals will guard the threshold of your signal against strays, just as crystals now hold exactly on frequency the wave of the broadcast station.

They know, also, that it is no longer necessary to engineer without crystal control, because Pan-El Control Crystals are available at prices that fit your competitive situations, and in quantities that assure regular supply—even with the most exacting specifications.

If you want a post-war selling angle that will prove a “must,” let our staff work with you on crystal control applied to your entire line. We have worked out the most difficult war crystal needs, and we can promise to supply your needs in the fields of radio, f-m, or any other electronic device.

PAN-ELECTRONICS LABORATORIES, INC., 500 Spring St. N.W., Atlanta, Ga.



QUANTITY PRODUCERS OF STANDARD AND SPECIAL

Control Crystals

to deliver it in sufficient volume to meet the orders he can get.

Does this background of the chain-store buyer mean that he is not interested in national brands? On the contrary, he will be greatly interested in your brand and will actually arrange for its promotion if you are already putting sufficient advertising behind it. The tendency of most department-store chains before the war—particularly, Belk, Allied, Efrid and Interstate—was to lean more and more heavily on important national brands.

And there's another side to this question. Before you go to see Mr. Jones, it will be wise to consider carefully whether it is actually to your advantage to have the chain promote your national brand, or whether it would be better for you to work with the chain on a private brand basis.

Private or National Brand?

Your own dealer relationships probably will be more cordial if you don't give your national brand to department-store chains. Let the independents have the exclusive right to use your name and they'll love you for it.

Your relationship with the chains actually will be more cordial if you work with them on a private brand basis. They are used to working that way.

Each of the department-store chains is large enough to be considered a complete market in itself. You can well afford to develop a private brand for each chain. Goodyear, for example, found in Sears a market large enough to warrant the development of Allstate as a private brand in tires, and thereby also avoided a great deal of difficulty with their dealers.

If the proposition you take up with Mr. Jones is one which is not within the scope and range of the merchandise he usually covers, you may have to go higher than Mr. Jones.

For, of course, the buyer has a boss. In some chains he is called a merchandise manager, in others a supervisor. He may be a former buyer, or a former store manager, or he may have come to the chain from the department-store field. He has the authority to alter merchandising policies, to follow through on sales promotion ideas, to work with you on lines of merchandise which may be different from anything his buyers have previously handled.

How do you reach the buyer's boss? Since Mr. Jones is careful to guard his own prerogatives, it will probably be wise to make the initial contact through him. Go over your proposition very thoroughly with him, and suggest that he introduce you to his



GONE WITH THE PULP!

During the newsprint shortage, volume of advertising linage ceases to be even a secondary gauge of this newspaper's actual advertising effectiveness!

For years the Los Angeles Herald-Express has had the largest circulation of any daily newspaper in the entire West. Today finds it with circulation at an all time high—and, from all indications, with less space for advertising than any other Los Angeles daily newspaper.

We have chosen to keep the Herald-Express in its position as the outstandingly *preferred* daily of

Western America—although this means the temporary loss of advertising volume and revenue.*

The Herald-Express has been, is and will continue to be the *Number One* advertising buy in Los Angeles. Your use of smaller space and more frequent insertions during this emergency will not only assure profitable contact with the present tremendously rich market which this newspaper covers, but will find you firmly established in the even greater postwar era.

301,402

DAILY NET PAID
for 3 Months Ending September 30, 1943

* In October, 1942, the Herald-Express carried 705,966 lines of display advertising—in October 1943, only 511,551 lines. Lack of space made it necessary to omit more than enough advertising to have shown a substantial gain.

LOS ANGELES
Evening

HERALD-EXPRESS

LARGEST CIRCULATION OF ANY DAILY NEWSPAPER IN THE WEST

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

JANUARY 15, 1944

[115]

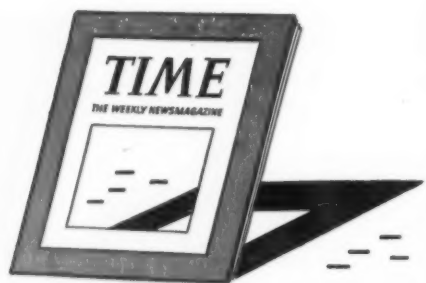
Speaking of the post war young executive market



TIME is the Favorite Magazine
of Army, Navy, and Marine
Officers . . .

*For example, Lieut. F. L.,
of the Marines, writes:*

"We're a TIME-hungry bunch
here. Several of us receive
the Pony Edition but we have
to scout for new places to hide
each copy until we've read it
and are ready to pass it along.
I don't need to say what TIME
does for morale."



*Tops with tomorrows
top people too!*

merchandise manager or supervisor.

Many post-war projects must, of necessity, be taken up with the supervisor. If you can arrange to be present when the buyer discusses your item with his boss, so much the better.

At the head of each individual unit in the department-store chains is the store manager. He is more than just an operating manager. He is also a merchandise manager.

To obtain the store manager's support for your item you must first be sure that he is thoroughly and completely sold on it. Primarily, that means that you must be sure that he can make a substantial profit on it. For the store manager is profit-conscious. His success or failure in his job depends on the figures which appear on the bottom line of his profit-and-loss statement.

This does not mean that you must hammer your costs down to an absurdly low figure. The cost of doing business in department-store chains is considerably less than in independent department stores. Exact figures are not available, but the cost probably averages, in normal times, about 27%, compared with the department-store figure of 35% or more. In addition, it is safe to say that markdowns are fewer in the chains. Therefore, if your item permits the department-store chain to take a markup of 33% to 40%, it will be a profitable item.

"Tell It to the Manager"

If the item you sell to the chain is an important item, such as vitamins or overalls or refrigerators or stoves or washing machines, it is essential that you place the merchandising story before the manager.

That merchandising story should start with a presentation of the profit picture, combined with turnover and other factors which will contribute to the final net profit of the individual store unit. It should then cover the factors of advertising and display which will help the store manager, through selling more units, to capitalize on the profit possibilities inherent in the item.

The simplest way to present your story to the manager is in the form of a bulletin. Often the buyer will give you permission to send such a bulletin direct to his managers. More generally he will suggest that you supply him with the material for it; then he will edit it, and will send it out as a bulletin from his own office.

If your item is outstanding in sales volume, you will want to tell the store managers about it more impressively than through a bulletin. In that case you should treat the department-store

chain units as though they were independent department stores. Have your representatives call on the managers to talk with them about your product and its possibilities. Any such plan must, obviously, be worked out with the buyer, and your men should go out only with his approval.

In direct charge of each department in Sears', Ward's, Penney's, Grant's, and Charles' stores is a division head who looks after the stock and sees to it that re-orders are placed promptly. The person who holds this same job in Allied, Interstate, Efrid, and Belk stores is regarded as a buyer and has slightly more authority. Their duties and functions are so similar, however, that you can direct the same material to both.

Duties of the Division Head

It is the job of the division head, working under the store manager, to display the right items on the counters. Very frequently he selects the items which will be featured in the stores' advertising and window displays.

In addition to his merchandising functions, the division head also sells. He is in constant, direct contact with the customers. Therefore he will be interested in *selling* information, as well as *merchandising* information on the items in his division.

Because the efficient store manager will want his division heads to share any information which he receives, the best way to reach the division head is through the manager. The bulletins you send to the store managers should be prepared with the division head in mind. Should your representatives go out to call on store managers, they should suggest that the division head be brought into the discussion.

In addition, the division heads will be reached by any educational material you prepare for the salespeople. They want to know how to sell the merchandise in their divisions, and therefore they tend to be more serious in their quest for knowledge than are the salespeople who work with them.

The training of salespeople will be one of the most important problems with which you will be confronted in launching a new product through the department-store chains.

Even before the war the chains were acutely conscious of the need for more and better educational material for their salespeople. Montgomery Ward installed motion picture projectors for training purposes. Sears, Roebuck put a training supervisor on the staff of every "A" store manager. Other chains, such as Belk's, opened central classrooms for use in training staffs.

Here are training ideas to keep in

Advertisers earn dividends from

parade

leadership in readership among national magazine sections

WITH A CIRCULATION of 2,000,000 families, Parade has the highest readership among national magazine sections — as proven by independent reader surveys! Ask us to show them to you.

Next to the main news, Parade is the best-read section of the Sunday newspaper. Your advertising pays extra dividends here! Space in Parade is still available . . . Read, below, the pointers on Parade's technique of pre-editing picture-stories, responsible for its readership.



PARADE EDITORS KNOW that timely subjects make news, but it's individual people who make news live! So, around subjects of universal interest, they plan scenarios in advance.

WILL OVERSEAS, WARTIME MARRIAGES WORK? Parade sought the answers from our soldiers and sailors and from girls. Then Parade editors prepared a scenario, dramatizing those answers.



EVERY CHARACTER, every pose, every caption helped to explore this subject, as it affects the boys in our services and girls who attract them. Parade showed the risks of hasty marriages, of sharply differing backgrounds, habits, tastes and attitudes.

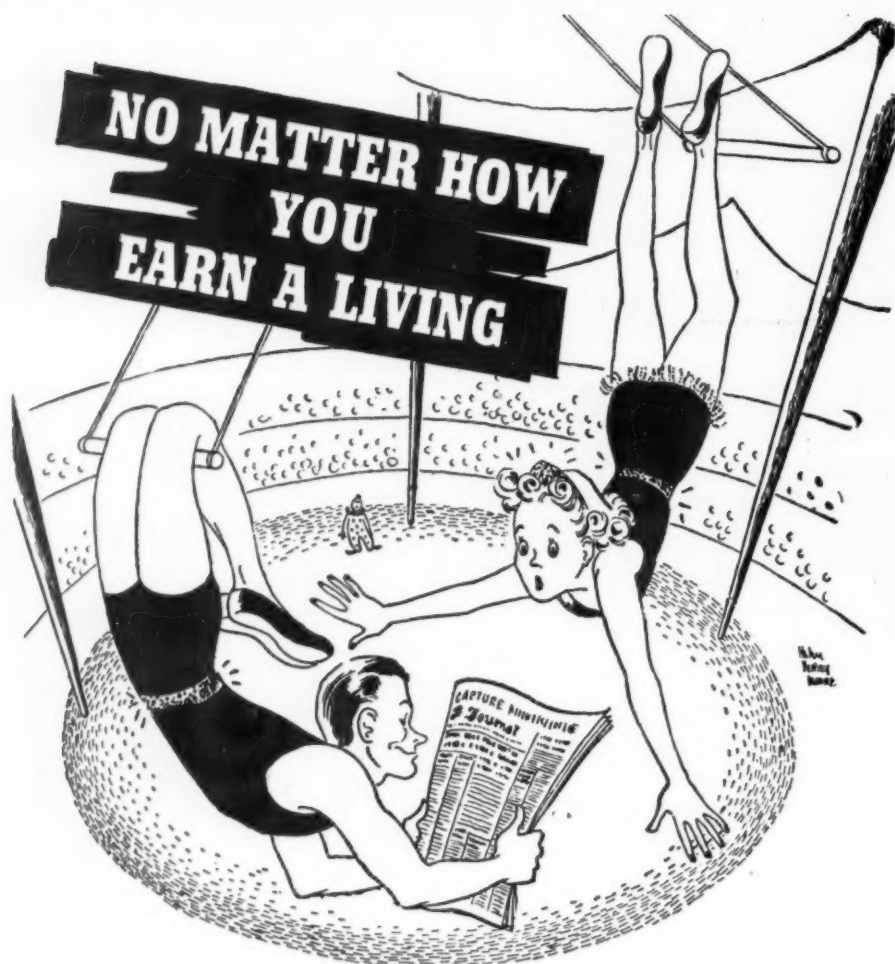
WITH PHOTOGRAPHS and captions pre-planned and synchronized, the situations faced by couples were unfolded for Parade readers with vivid, flesh-and-blood reality — like a movie on paper. More about Parade editorial methods next month.

Akron Beacon Journal	Nashville Tennessean
Bridgeport Sunday Post	New Bedford Standard Times
Chicago Sun	Newark Star-Ledger
Denver Rocky Mountain News	Portland (Me.) Sunday Telegram
Detroit Free Press	Syracuse Herald-American
El Paso Times	Toledo Times
Jacksonville Florida Times-Union	Washington Post
Youngstown Vindicator	

Total Circulation 2,000,000

parade

405 LEXINGTON AVENUE, NEW YORK 17, N. Y.



...if you lived in Portland, you'd read *The Journal*

The world picture changes by the hour and when *The Journal* goes to press in mid-afternoon, New York is sitting down to dinner and London has gone to bed. By taking full advantage of this difference in time, *The Journal* publishes the latest news the same day it happens. This is one of the many reasons why *The Journal* is today, as it has been for years, the preferred newspaper in the Portland area, enjoying the largest circulation in its history.



● WHETHER you are an employee or an employer, whether you punch a time clock or preside at board meetings, if Portland were your home *The Journal* would be your paper.

There are no commuting trains in Portland; no subway rush. Yet, in this wide-awake city where business and industry are going full speed ahead, everyone is up to his neck in work. Because of Portland's unique geography, its business and industries are located so that Portlanders either walk from their jobs, drive, or hop a trolley for a short ride home. There they sit back, relax and review world happenings in their favorite newspaper, *The Journal*. They find it waiting for them on their door step each evening. (81% of *The Journal's* city circulation is home delivered.) As Portland's only afternoon newspaper, *The Journal* offers readers a thorough coverage of world, national and local news, plus leading features of local and national interest.

The JOURNAL PORTLAND, OREGON

Portland's Only Afternoon Newspaper

Represented by REYNOLDS-FITZGERALD . . . New York, Chicago
Philadelphia, Detroit, Los Angeles, San Francisco

your notebook for post-war use:

1. It is important that you prepare a leaflet or booklet describing the selling points of your product. This can be used by the training supervisor, store manager or division head as the basis for training meetings.

2. If you plan to have representatives call on store managers, have them take their training material with them. They can then arrange a meeting of the salespeople in the division which sells your item. The meeting can be held before or after store hours, and your representative can provide the salespeople with selling ammunition.

This is one way to be sure that the salespeople employ the best selling methods to promote your item. You must remember, however, that salespeople in a given division are by no means static. They are shifted to other divisions; they leave for better jobs; they get promotions. New salespeople are constantly coming in. Therefore you cannot depend on a training program which consists of lectures or visits once a year, or once every six months. You must supplement this method with booklets or other training material which can be supplied to each new salesperson.

Motion Picture Technique

3. The talking slide or motion picture technique is admirable for chain-store training. It can be circulated in such a way that it is available to new people almost as fast as they come in.

Ward's, as we have mentioned, is already equipped to show motion pictures in its stores. Probably other chains will follow suit after the war. However, the fact that a chain is not so equipped should not discourage the use of this medium, if it is practical otherwise. You can, if necessary, circulate your slides or films complete with the equipment needed for their projection.

4. Contests are particularly ideal for salespeople in chain department stores, because it is possible, by setting up quotas, to play on organization loyalty.

5. The traveling demonstrator, often so important in training department-store people, is equally important for training work in the department-store chains. Before the war, the success of Sears' private brand Kook-Kwik pressure cookers was largely based on the manufacturer's use of demonstrators, who sold direct to store traffic and who showed the salespeople how to keep on selling after the demonstration had left the store.

6. If the plans you conclude with the chain include seasonal promotions, be sure to make training material a part of each promotion. In that way

SALES MANAGEMENT



the fastest way to the minds of New Englanders . . .

Of available media (until television), radio is the nearest to personal, on-the-spot salesmanship.

Of New England facilities, NERN is radio at its best.

NERN is seven stations. Each station is the dominant station in its own territory. As a network, these seven stations have a combined primary

area that covers 96.6% of all New England radio homes . . . 6.9% of all U. S. radio homes.

Through NERN, you can really get New England's ear — and hence its purchase-motivating mind — quickly, favorably, and economically. Because it makes more sales at lower cost, NERN is a network.

NERN STATIONS

WBZ* Boston, Mass.
WCSH Portland, Maine
WJAR Providence, R. I.
WLBZ Bangor, Maine
WTIC* Hartford, Conn.
WFEA Manchester, N. H.
WRDO Augusta, Maine

* The only 50,000-watt stations in New England.

Nationally represented by

WEED & COMPANY
New York, Boston, Chicago, Detroit,
San Francisco, Hollywood

NEW ENGLAND REGIONAL NETWORK

n e r n

HARTFORD.
CONNECTICUT

you will get the attention of the salespeople concentrated on your merchandise at very important times. If your product is going to be wash dresses, for example, and you plan to hold two or three special wash dress promotions throughout the chain each year, be sure that selling information for the salespeople is included with your other promotional material. It should be brief, mimeographed if necessary, and should supplement your other, more complete educational program.

In planning seasonal promotions of this type, or any other promotions, it will be wise to work closely with the chain's sales promotion division—provided there is one. In Sears, Ward's, Penny's, Interstate, Allied, and Charles' stores the sales promotion division is centralized. In the Belk and Efid chains promotion is left to the individual units, and any promotional ideas you may wish to put into operation will have to be handled through the buyers exclusively.

How to Sell Your Ideas

Getting your plans before the sales promotion division is similar to getting them before the supervisor.

First, outline your plans in detail. Consider the various media the chain can use—circulars, direct mail, interior display, window display, newspaper advertising, radio scripts—and decide which of them you can suggest using.

Second, determine how your plans will fit into the chain's own promotional calendar. Most chain promotions are merchandising events, such as "Ward Week" in Spring and Fall, Penney's chain-wide Anniversary in March or April, Sears' Anniversary, Value Demonstration, individual store Birthday Sales, and store-wide sales of individual items in Charles and Interstate. Of course, these events have been dropped or drastically altered for the duration, but they will doubtless once again be an important part of each chain's promotional calendar after the war.

Third, detail your plans. Sketch the displays you have in mind, prepare copy and layout for the advertising units, write the radio scripts. Don't set any type or do any finished art work, but have visuals ready to make a complete presentation to the sales promotion division.

Fourth, discuss your ideas with the buyer, and show him your plans. Suggest to him that you would like to have the benefit of the experience and ideas of his sales promotion division in executing the promotions you have in mind. He will doubtless introduce you to the sales promotion manager or ad-

vertising manager, and probably to the display manager as well.

Fifth, go over your plans carefully with the sales promotion manager. Be prepared to discuss how far you are willing to go in helping him to carry them out. Will you pay for direct-mail leaflets? Will you go into the advertising on a cooperative basis? Will you pay for setting up and photographing the window display you have in mind? Will you carry the cost of preparing newspaper mats? Or is your profit margin so short that you must confine yourself to contributing ideas only?

There is one factor which characterizes sales promotion in most department-store chains. And that is careful advance planning. The chains can shift their plans quickly, but in the interest of efficiency they plan in advance, familiarize their organizations with their plans, and execute their plans to the letter. That is why it will prove pleasantly satisfactory to most manufacturers to work out promotional plans with the chains.

Moreover, the number of manufacturers who include promotion in their work with the chains are very few. Chances are, when you outline your plans to the buyer he will tell you that nobody has ever done that for him before. When you get to the sales promotion division they may mention how much they like to have your kind of cooperation, and how seldom they get

it. That's why the opportunity to work with the chains' promotionally will doubtless continue when the war is over.

Here are two important points to remember about chain store sales promotion:

1. If you are working with more than one chain, don't think that you have to prepare different promotional plans for each one. If your ideas are submitted in the form of sketches, copy and layouts only, you will find that the sales promotion division will add so many touches of its own and will make so many changes in producing the finished material that it will be completely individualized.

2. Should you decide to prepare any finished material, such as counter displays or circulars, by all means get the approval of the chain's sales promotion division first. Getting this approval, and probably some very helpful suggestions with it, is a simple matter. On the other hand, thousands of dollars' worth of promotional helps used to be wasted—and will be again—just because they are at sharp variance with a basic policy or requirement of the chain.

Finally, must you wait for the time when you can get back into civilian production to work on plans with the department store chains? Definitely not. If you make the things they can sell, you'll find them eager to talk things over with you right now!

Johnstown Celebrates Its Flood-Free Valley



AT the left is a section of Stony Creek in Johnstown, Pa., much as it looked in 1936 when the valley was flooded at a property loss of 40 million dollars and (except for the buildings) as it looked in 1889 when the Southfork Dam let loose a flood which took 2,300 lives. At the right is the same section of Stony Creek today.

The several units in the improvement plan for removing the menace which for so many years has overhung the community has been accepted by the Federal Government and next May the city will honor the 55th anniversary of the first big flood by presenting

to the world a flood-free city. During the intervening months the business organizations will tell the world of the city's new security and of the many other advantages it has to offer.

What was accomplished in Johnstown as the direct result of a Federal five-year improvement plan exemplifies what will be done during the post-war period by local, state and Federal governments. During the war public works projects have been at a standstill, but units of Government are planning needed improvements after the war and they will help to cushion the shock of commercial post-war dislocations in employment.

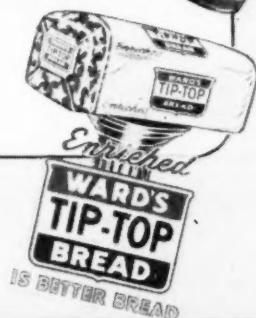


ONE COAT COVERS
NU-ENAMEL
NO BRUSH MARKS

DON'T GET CAUGHT WITH YOUR SIGNS DOWN!

PUT DECAL
SIGNS IN
YOUR 1944
BUDGET

Plan postwar Decal Sign promotions now! New products... new dealers... new customers... need new identification on tomorrow's Main Streets. Stake your claim NOW to valuable free space on store exteriors and interiors with a complete program of colorful Meyercord Decal Signs and valances for store fronts, doors, mirrors, counters, walls and backbars. Decals can be made in any size or number of colors. They're easy to apply, washable, and last for years. Decals are night - and - day, all - weather, out - of - the - backroom "point of sale" advertising that pack more publicity value per square inch for a longer time than any other form of advertising... at less cost. *Decalomania is an advertising medium.* No consumer media schedule is complete without it. Include Decals in 1944 budgets. Free designing and merchandising service. Let us submit designs and rates. Don't *YOU* get caught with *YOUR* signs down. Write for details. Address all inquiries to Department 42-1.



MEYERCORD DECALS

The Meyercord Co... World's Largest Manufacturers of Decalomania

5323 WEST LAKE STREET • CHICAGO (44) ILLINOIS

Media & Agency News

Corn-Fed Daily

Out in McLean County, Illinois, the soil is as rich as molasses. The corn grows "as high as an elephant's eye," and more of it is produced there than in any other county in the United States. Farming methods are close behind the laboratory in up-to-the-minute soil techniques, and growing and harvesting are almost as mechanized as a jeep assembly line. Because this is so, effective buying income per farm, according to SALES MANAGEMENT's own estimates, is now above \$6,565 per farm.

Flourishing in the county seat, Bloomington, is a vigorous, earthy, independent, century-old newspaper called *The Pantagraph*. ("Pantagraph" means "write all.") Its self-evolved technique for balancing its paper three ways enables it to cover three markets: the cities of Bloomington and Normal, the small towns within its trading radius, and a seven-county farm market. About 63% of its total daily circulation of 25,622 ABC (city and retail trading zone) lies outside its city zone, a figure perhaps unique in American newspaperdom. The figure is, in fact, two and one-half times the trade zone circulation of newspapers of comparable size in the seven North Central states.

Long-time Subscribers

The editorial formula which enables *The Pantagraph* to maintain such a tenacious foothold among "city" folk, small-towners and farmers at one and the same time, produces a newspaper that gives many a subscriber the curious sense of being part-owner in the enterprise. Average Subscriber has been on the books for 17½ years, and farmers are allowed to deduct from their income tax statements the cost of a subscription to *The Pantagraph* as "a necessary cost of doing business."

Analysis of the editorial formula is sure to confound some of the city folk who harbor blurry conceptions about small-town newspapers in the farm belt.

Charge them with isolationism? *The Pantagraph* exhibits page 1 of any issue, made up 100% of wired news from AP and UP. Say the editors: "We look upon our readers first of all as citizens of the Nation, and after that, as citizens of the community." Page 2 carries more national and international news to make up a quota of approximately 20% of total editorial content for the day. About the same proportion of space goes to local news. Agriculture gets an allotment up to four columns a day. There is no "boiler plate."

Charge them with deficiency in editorial "know how?" They offer for the record the coverage of "territory news"—news from the hamlets in the six counties surrounding Bloomington, running from 16 to 18 columns daily.

In its development of "territory news," *The Pantagraph* has developed a network of crossroads news sources that makes the standard fine-tooth comb look like a hay rake. The editors believe the paper was the first in the country regularly to publish news of the villages and hamlets in its circulation area. Today it has 102 correspondents relaying the who-what-where-



Joseph M. Bunting now shoulders responsibility for *The Pantagraph*.

when-and-why into the Bloomington City Room from 150 surrounding communities.

It's not at all uncommon for the paper to carry 40 different datelines in the territory news in any one edition. A persistent effort has been made by the State Editor to grade up this type of news beyond the hackneyed single-paragraph "chicken feed" item which has always been such a ubiquitous element in small-town journalism. *The Pantagraph* seeks to grade it up to the extent of making it significant and interesting to the townsfolk of nearby communities—make it somehow touch their lives beyond the fact of name-recognition. Example: A recent story about a school that was about to close on account of a coal shortage was developed by an alert correspondent into a longer story dealing with various types of shortages in the same area.

Because of the refinements *The Pantagraph* has made in coverage and handling of crossroads news, the paper is often used as a model in college and university journalism courses in the study of editing small-town newspapers. The technique has been outlined in *Editor & Publisher*, has been discussed in an article in *The Country Gentleman*.

The Pantagraph claims another "first." The paper believes it pioneered in the presentation of a daily farm page, in the employment of a full-time farm editor. In any month, it publishes more farm news than any farm journal. A business paper slant characterizes this type of news . . . the net of it is that *The Pantagraph* farm columns are newsy case-history reports of ideas local farmers have worked out to improve farming efficiency.

The Pantagraph initiates community action to help the farmers when they get in a jam. Manpower shortages hit hard in Central Illinois this year. When it came time for the de-tasseling of seed corn (it has to be done at a definite time in order to control pollination), there wasn't enough manpower to cover the fields within the time limit. *The Pantagraph* thereupon called a meeting of every club, business and professional organization, church society, sewing circle and cracker barrel league it could uncover, and called for volunteers to go to the fields. Response was overwhelming. School kids, grandfathers and businessmen turned out, and

the seed corn was saved in its prime. The same approach was used in meeting the problem of manpower for the tomato picking and canning season.

Even though the City of Bloomington has 48 manufacturing plants with a \$10,000,000 combined payroll, most livelihood in this section of the country is grounded in the soil. McLean County has the second largest Farm Bureau in the country, with 2,700 members; the largest Home Bureau, with 1,500 members.

Close-to-the-earth living produces close-to-the-earth editing, and out of *The Pantagraph's* routine news services to the farm field there grew, some years ago, sponsorship of a series of "Farm Days." These events were held either on a private farm or at the State Normal School, for interchange of ideas on scores of farm problems: raising alfalfa, feeding hogs, controlling weeds, improving the quality of seed corn, extending the "know-how" of contour plowing.

When the Government committee on food distribution and management was formed, members asked the University of Illinois to recommend a county which could serve as a "guinea pig" for testing out proposed programs. McLean County was chosen. During the 1943 season, the Home Bureau, the 4-H Clubs, and dozens of other organizations in and around Bloomington were enlisted in three major campaigns: Victory Gardens, Home Canning and Dehydration, and Conservation. *The Pantagraph* pitched in on these projects, on organization, publicity, and promotion, as a routine part of its service to the community.

The Pantagraph was founded in 1836 by Jesse Fell, who brought the first printing press to Bloomington and started the paper in the following January. The name was adopted in 1854. The present publisher is Lt. Loring C. Merwin, great-grandson of the founder, now serving in the Navy. In his absence Joseph M. Bunting, general manager, shoulders the publisher's responsibilities.

Agencies

The new year brings major changes in several leading agencies. . . New York office of Tracy-Locke-Dawson merges with Geyer, Cornell & Newell, and Joe M. Dawson and Manfred Darmstadter join that agency as executive committee chairman and associate copy director. Tracy-Locke-Dawson, Inc., a Texas corporation, is dissolved and Raymond P. Locke, executive vice-president, and associates continue the business at Dallas.

Robert E. Lusk, former vice-president of Colgate-Palmolive-Peet Co., becomes executive vice-president of Pedlar & Ryan, New York, name of which becomes Pedlar, Ryan & Lusk. . . Mumm, Romer, Robbins & Pearson, Columbus, changes to Mumm, Mullay & Nichols, Inc., with Col. W. M. Mumm as chairman of the board; William Mumm Jr., president, and Major H. J. Nichols, first vice-president. . . Fitzgerald Advertising Agency, New Orleans, a partnership, succeeds Fitzgerald Advertising Agency, Inc.

Dancer - Fitzgerald - Sample gets under way, with offices in Chicago, New York and Hollywood. Paul Keenan becomes treasurer; David D. Brown and Kenneth F. Beirn, executives on Procter & Gamble accounts; Thomas L. Greer and Joseph Greeley, executives on General Mills ac-



"It has every attribute of the perfect newspaper"



The attitude of readers toward a publication is what makes a publication great. And this quotation from a reader of The New York Times reflects the opinion of a majority of Times readers.

This sentiment was echoed over and over again in a recent survey among 5,000 prominent men and women all over the country. Governors, business leaders, heads of women's organizations, leaders in every field, were asked this one simple question: "What is your favorite newspaper and why?"

Far and away their favorite newspaper is The New York Times. These people, like hundreds of thousands of alert, active men and women the country over, prefer The Times complete, accurate, unbiased news coverage.

Here is evidence that The New York Times cuts deeply into the minds and lives of its readers. Advertising in The New York Times penetrates deeply, too; moves readers quickly and certainly to the action you seek.

The New York Times

JANUARY 15, 1944

[123]

counts; Andrew W. Neally, executive on Falstaff Brewing; C. A. Wolcott, research and media director. At New York, George G. Tormey, Robert A. McNell and A. W. Spence Jr. contact Sterling Drug and Bertram H. Carter, Frank A. Kearney and James Duffy, American Home Products. James West is Hollywood manager.

William S. Groom, for many years with Thompson-Koch Co., joins Sherman & Marquette at Chicago as chairman of the board. . . Wilder Breckenridge is elected a vice-president and James V. Spadea, formerly publisher of *You*, joins Kenyon & Eckhardt at New York. . . William P. Littell, Chicago, and Donald D. Stauffer and Heagan Bayles, New York, vice-presidents, are elected directors of Rathrauff & Ryan. . . Ellis Travers resigns as advertising director of Crosley Corporation, to open a Chicago office for Roy S. Durstine, Inc. . . Harry Chapperton, research and publicity director, is named vice-president of Charles M. Storm Co., New York. . . Walter Craig, radio executive, becomes a vice-president of Benton & Bowles. . . Edward H. Pearson joins J. M. Hickerson, Inc., New York, as vice-president and creative director.

Elliott J. Farrell joins Erwin, Wasey & Co., New York, as an account executive specializing in electronic products. . . W. D. Thackeray, former advertising manager of Owens-Corning Fiberglas Corp., is now an account executive with Griswold-Eshleman Co., Cleveland. . . James E. Weber resigns as advertising manager of Armour & Co. to become an executive with Leo Burnett Co., Chicago. . . Halsey Davidson, art director for Campbell-Ewald Co. at

Detroit, is appointed a vice-president. . . T. L. Stromberger, formerly advertising manager of Union Oil Co., joins West-Marquis, Los Angeles, as account executive. . . Cecil Hackett, from WINS, New York, is now vice-president and director of radio sales with Abbott Kimball Co., there. . . John H. Morse, formerly senior vice-president of Buchen Co., Chicago, joins J. Walter Thompson Co., New York, to specialize in industrial advertising. He continues as consultant to U. S. Department of Commerce. . . H. Leonard Brown, from Electrolux Corp., becomes an account executive with J. M. Mathes, Inc., New York.

McCann-Erickson elects these vice-presidents: W. E. McKeachie, creative director; E. F. Wilson, media director; R. E. Thompson, copy group head, all of New York, and A. A. Sommer and R. B. Donnelly, Cleveland and Minneapolis managers. New M.-E. directors are C. B. Robbins, C. A. Hoppock and J. J. McCarthy, all of New York, and D. C. Hight, Detroit manager.

Accounts: Westinghouse institutional, radio to McCann-Erickson, and space to Ketchum, MacLeod & Grove, Pittsburgh. . . Pharmaco, Inc., for Feen-A-Mint, and Florence Stove Co. to Ruthrauff & Ryan. . . Continental Oil Co. and Super Pyro Antifreeze Division of U. S. Industrial Chemicals, Inc., to Geyer, Cornell & Newell. . . Graybar Electric Co., for Western Electric hearing aids, and Knit Products Corp. of North Carolina to Charles W. Hoyt Co. . . Federal Electric Co., Kyle Corp., electrical equipment, and Great Lakes Varnish, Inc., to J. R. Hamil-

ton Agency, Chicago. . . Brown Durrell Co. to Badger and Browning, Boston, for Gordon hosiery and Forest Mills underwear. . . Industrial Tape Corp., a subsidiary of Johnson & Johnson, to Kenyon & Eckhardt. . . Insurance Co. of North America group to Alley & Richards Co., New York. . . Mido Watch Co. of America to St. Georges & Keyes, New York. . . Automatic Coal Burner Co. to Lewis & Gilman, Philadelphia. . . Charles E. Hires Co., radio, to N. W. Ayer & Son. . . Wheary, Inc., luggage, to MacDonald-Cook Co., Chicago and South Bend. . . Yale & Towne's Materials Handling Division and Orange Screen Co. to Fuller & Smith & Ross, New York. . . Ward Baking Co., entire account, to Walter Thompson Co.

D. E. Robinson, new president of the New York Chapter of the American Marketing Association.



A. M. A. Elects Robinson

D. E. Robinson, director of research of Pedlar, Ryan & Lusk, is elected president of New York chapter, American Marketing Association for 1944. Arthur Hurd, *Newsweek*, is vice-president; Margaret C. Boose, McCann-Erickson, secretary, and James A. Mahoney, Mutual Broadcasting System, treasurer.

Radio

Time, Inc., and Chester J. LaRoche each acquires 12½% of the \$4,000,000 outstanding stock of American Broadcasting System, Inc., which owns all the stock of Blue Network Co., Inc. Mr. LaRoche



C. J. LaRoche and Roy Larsen become directors of American Broadcasting System, Inc.

is named chairman of the executive committee and a director, and Roy Larsen, president of Time, Inc., a director of Blue Network Co. Mark Woods, president, and Edgar Kobak, executive vice-president of the Blue, also become stockholders. About 70% of Blue stock continues to be held by Edward J. Noble, chairman of the board, who bought it from RCA last year. Of the total \$8,000,000 paid by Mr. Noble, half was in bank loans. Mr. LaRoche continues as head of War Advertising Council.

NBC, CBS, Mutual and the Blue had about \$145,000,000 in gross time billings in 1943, or about 20% more than in 1942.

SALES MANAGEMENT



Going to PHILADELPHIA?

STOP at THE

BENJAMIN FRANKLIN

Have you business with busy, war-working Philadelphia . . . or are you visiting Philadelphia's famous historic shrines: Independence Hall, Liberty Bell. In either case you'll enjoy solid comfort, real transportation convenience, and the entertainment and dancing in the colorful Garden Terrace at the Benjamin Franklin Hotel. Famous food,

1200 rooms . . . many just newly decorated, and all outside, all with combination tub - shower. Remember, rates are: single, \$3.50 and up; double, \$5.50 and up; with twin beds, \$6.50 and up. Remember, too, while here to see the beautiful new glass murals depicting the life of Benjamin Franklin.

Philadelphia's Largest and Finest Hotel



CHESTNUT STREET AT NINTH



W. FREELAND KENDRICK, President • JOSEPH E. MEARS, Managing Director

... In year-end statements, NBC reported a 15% sales gain; the Blue was ahead 60%, and CBS, among other things, said that its full network discount plan in 1943 added 880 hours to its nationwide weekly commercial schedule. . . . Keystone Broadcasting System, serving "beyond metropolitan" areas, had a 330% increase in sales.



Charles Hammond will direct advertising and promotion at NBC.

Charles P. Hammond is appointed director of advertising and promotion of NBC, succeeding Charles B. Brown, who becomes advertising manager for RCA-Victor division. . . . Ivor Kenway, former advertising manager of Devoe & Reynolds Co., joins Blue Network as special assistant to Edgar Kobak, executive vice-president. . . . Allen deCastro, manager of the Latin-American bureau, also will serve as commercial program director for Mutual Broadcasting System. . . . Gardner Cowles Jr. and John Cowles, of Des Moines and Minneapolis, and R. L. Jones Jr. of Tulsa Tribune Co., filing applications with Federal Communications Commission for construction permits for frequency modulation stations, sign stock agreements with the American Network, Inc.

Leon Goldstein, news and special features director, becomes second vice-president of WMCA, New York. . . . Leo A. Steedle will head the station and sales promotion departments of WCAU, Philadelphia. . . . Jo Ranson is appointed director of publicity and special events for WNEW, New York. . . . John McSweeney, former time buyer for Compton Advertising, Inc., is now on the New York sales staff of John E. Pearson Co., station representative.

KEYS, Corpus Christi, and KGBS, Harlingen, Texas, join CBS, and WGAU, Athens, Ga., will start as a CBS affiliate on February 15. . . . WHDF, Calumet, Mich., joins Blue Network. . . . KOME, Tulsa, appoints Joseph Hershey McGillvra, Inc., as national advertising representative. . . . KSTP, Minneapolis-St. Paul, will open a "Radio City" in the old Minnesota Theater building on March 2.

FM Broadcasters, Inc., will hold its fifth annual meeting at the Commodore Hotel, New York, January 26 and 27.

Newspapers

In the three-month period, August-October, 1943, newspaper advertising in support of the war program totaled \$16,656,528, Advertising Checking Bureau finds in a study of all U. S. daily and Sunday papers for Bureau of Advertising, American Newspaper Publishers Association. About half of this total, or \$8,156,926, was for War Bonds. "Don't Telephone" totaled \$1,474,974, and National War Fund, \$1,092,159. Then came civilian morale, \$668,896, and food, including Crop Corps and black markets, \$547,414. Others receiving more than \$200,000 of newspaper space each were recruiting for armed services, recruiting for war industry, light

and power conservation, waste paper salvage, fats and grease salvage, "Buy Your Fuel Now," W.A.C. recruiting and blood donation.

Advertising volume of the eight general New York city dailies in 1943 rose 12% from 1942, with individual papers ranging from 3.4% decline to 25.4% gain for this period.

With Canadian newsprint supply probably 20,000 tons a month more than had been expected for the first half of 1944, WPB will build a stockpile against the need for further cuts in newsprint consumption. Limitations effective January 1, however, are being retained.

American Association of Newspaper Representatives has prepared a presentation, "Newspapers Get Immediate Action," now being shown before salesmen of this medium. . . . American Association of Advertising Agencies issues Vol. 12-B of "Market and Newspaper Statistics," covering 73 cities of more than 100,000 population in which newspapers were audited to March 31 and June 30, 1943. . . . Bureau of Advertising releases Supplement No. 7 to "Advertising Goes to War," containing 50 ads selected from papers throughout the country. . . . American Newspaper Publishers Association reports that 38 dailies have joined since last April, making present membership 625, a record in its 57 years.

To advertisers to whom space is lacking Louisville Courier-Journal and Times sends a folder with a clipping from these newspapers which lists "names and products to remember," with regrets that they were omitted because of the newsprint shortage. Messages of omitted advertisers are reproduced in capsule form. J. M. Wynn, national advertising manager, conceived it.

Petersburg, Va., Progress-Index appoints John Budd Co. national advertising representative. . . . Noee, Rothenburg & Jann, newspaper representative firm, changes to Jann & Kelley, Inc. . . . New York Times starts a campaign on its city's "practical guarantees of post-war prosperity."

Ralph H. Whitaker, from Ladies' Home Journal, becomes eastern advertising manager of the Chicago Sun. . . . Morris B. Kerr is named national advertising manager of the Boston Post. . . . Alfred J. Boaz, from Crowell-Collier, joins Parade, covering Detroit territory.

Edwin S. Friendly, general manager, New York Sun, is appointed chairman of the jury of awards in a competition sponsored by Advertising Federation of America for outstanding war advertising work by advertising clubs.

Magazines

Macfadden Publications will introduce a new low-weight "mystery stock" with March issues of all its publications except True Story and Photoplay. . . . With February, 1945, issues, all Fawcett magazines will raise subscription prices to equal newsstand prices. . . . Sports Afield increases single copy price to 25 cents. . . . Although rationing newsstand sales, Look is running a subscription campaign, offering 12 issues for \$1.

Mal McCrady joins Hillman Women's Group as promotion manager. . . . Miss Felicia Parker becomes assistant promotion director of Dell Publishing Co. . . . Newsweek transfers Jack Cunningham from New York to its Detroit advertising staff.

Curtis Publishing Co. issues studies on war and post-war marriages and birth rates in the United States. . . . Ladies' Home Journal extends to business pages in newspapers its campaign, run for several years in magazines and business papers, on the theme, "Never underestimate the power of a woman." . . . After 38 years at 79 Seventh Avenue, Street & Smith Publications, Inc., moves general executive, editorial and advertising offices to 122 East 42nd Street, New York.



It's time —
in Washington

1. More key officials in Washington read TIME regularly than read any other magazine, however big its circulation.

2. The members of Congress vote TIME the most important U. S. magazine that carries advertising.



HELPING TO WIN THE WAR

PATRIOTIC ADVERTISING SPECIALTIES

Help maintain civilian morale and improve your business at the same time. Place your name before your customers with Exclusive Art Calendars, Gift Leather, Billfolds, Freedom Wallets, Diaries, Mechanical Pencils, Safety First Cases, Novelty Key Cases, countless other items. Inexpensive, resultful.

ADVERTISERS PUBLISHING CO.
Dept. SM-1, Ann Arbor, Mich. (Salesmen Wanted)

WRITE TODAY FOR FREE SAMPLES

Comment

BY RAY BILL

INDICES OF NATIONALIZATION. American business men recently returning from England report considerable resignation on the part of British industrial labor and political leaders to what might be broadly called nationalization or socialization, as the most likely type of post-war economic setup. Some feel that business cartels can and will work in harmony with this order.

In Canada the situation is much more complex. There the significant development is the rise of the Cooperative Commonwealth Federation Party (known as the CCF) which has won its greatest support from the most dissatisfied groups of farmers and labor.

CCF is opposed, particularly on the West Coast, by the Labour Progressive Group (Ex-Communist) a trend which may force CCF to become largely a farmer party. In any event, as established by recent Gallup polls, the trend is toward nationalization.

A recent Canadian study by the Institute of Public Relations indicates that *so far* laboring people have committed themselves to no new economic system as a method of securing their desires. They have a sneaking idea that capitalism is likely to be the answer. However, because they have quite some distrust of management, they appear to lean toward a regulated capitalism in which private ownership is maintained, but under stricter government regulation.

What is going on in other English-speaking areas throws some light on our own situation. Here, too, public interest in the political picture centers increasingly around (1) preservation of jobs for people who now have them, (2) obtaining jobs for men returning from the military service, (3) personal security as represented by continuity of jobs, and (4) an individual high standard of living as represented by relatively high rates of pay.

Collectively and individually business men are doing much that is constructive and far seeing. But there is some doubt about whether the enterprise system is also embracing concrete policies on social, political and economic problems as they are currently coming before the legislative and administrative branches of government. That farmers, that labor, and that the general public will be satisfied with a policy of removing government restrictions with full confidence that business will then do the whole job, seems doubtful.

To our way of thinking, if the enterprise system is to endure, business leaders must play a much bigger and more effective part in pointing the way as to exactly how governmental policies and activities can be co-ordinated with business policies and activities.

Helpful along this line are the recent \$50,000 Pabst Post-War Employment Awards, sponsored by the Pabst Brewing Company. The purpose of these awards is to bring about universal recognition of the critical importance

of the post-war employment question; to stimulate intelligent planning for the lives and futures of Americans everywhere; to foster and encourage constructive thinking for the fullest measure of employment after Victory. Helpful, too, are the diverse programs being so energetically fostered by the Committee for Economic Development, the United States Chamber of Commerce and the National Association of Manufacturers. However, the challenge and the task is so big that we must, each and every one of us, contribute our efforts to build collective progress way beyond the orbit of our own immediate businesses.

ASOLDIER'S REACTION. Out in India, Pfc. Stephen Ryder of the American Army got hold of a magazine from the U.S.A. It has taken long for it to go that far. He and his buddies read it avidly, including the ad pages. Then comes this letter to the Carrier Corporation:

"The 'latest' *Saturday Evening Post* has just arrived at this base somewhere in India.

"The advertisement headed, 'The Great Gift to the Mothers of Men,' impressed me and several other soldiers as being the finest ad of its type we have seen in over a year. Brief, to the point, and a touch, not slap on your own back. Why not have more like it?

"You may be interested to know that all advertisements, good and bad, are read thoroughly over here. But there is a more important reason than just the lack of reading material. It is quite easy to gauge the trend of important industrial thinking, to keep abreast of the planning that is taking place in more hidden spots of our great firms. The average soldier is earnestly thinking about new developments, and has an uncanny ability in spotting the phonies, if only through their own advertising!"

The Carrier ad, "The Great Gift to Mothers of Men," reads in part, as follows:

"In this greatest of all wars . . . loss of life has been reduced to the lowest percentage in military history.

"What deeper comfort to a mother than this? *Lives saved! And the saviour is Sulfa.*

"We are proud that Carrier air conditioning makes some contribution to the production of Sulfa drugs.

"But our part is only that of the helper. *The givers of the great gift are the men of medicine and pharmacy.*

Pfc. Ryder's letter reminds us that the wartime advertisement not only conveys a message to the home market, but to millions of young fighting men in every corner of the earth. In effect, Pfc. Ryder tells advertisers that their copy is being watched soberly, reflectively and studiously; that their copy is a signpost, a yardstick of management's good faith; that our fighting men are not being fooled by sententious brag.